

From: [UB Provost](#)
To: [Kenneth Dauber](#)
Cc: [Laura Hubbard](#)
Bcc: [Abbey, Craig](#); [Corry, Beth](#); [Lewandowski, Joseph](#); [Eileen Sherman](#)
Subject: RE: BPC Request
Date: Tuesday, November 2, 2021 3:04:00 PM

Ken,

UB's fiscal year runs from July 1 to June 30. You were sent the last five fiscal years of available expenditure data (2016/17, 17/18, 18/19, 19/20 and 20/21). We do not have expenditure data for FY2021-22 because that is the current fiscal year and we do not have complete expenditure data until the close of the fiscal year.

You have university ARPP investment data available for the last five years (2017/18, 18/19, 19/20, and 21/22).

We did not make any investments through ARPP for the 2020-21 fiscal year because of the COVID pandemic; thus, there is no report for that year.

Sincerely,

Scott
A. Scott Weber
Provost and Executive Vice President for Academic Affairs

Laura
Laura E. Hubbard
Vice President for Finance and Administration

From: Dauber, Kenneth <dauber@buffalo.edu>
Sent: Friday, October 29, 2021 1:01 PM
To: UB Provost <ubprovost@buffalo.edu>
Subject: Re: BPC Request

Dear Scott,

Thanks for the materials. The BPC will be looking at them soon.

Meanwhile, I note that the 2020/21 figures for ARPP are missing, although the figures for UB Actual Expenditures are present. In reverse, the 2021/22 figures for Actual Expenditures are missing, while the AARP is there.

It would be clarifying to have both these figures as well.

Thanks.

Ken

From: UB Provost <ubprovost@buffalo.edu>
Sent: Friday, October 22, 2021 1:44 PM
To: Kenneth Dauber <dauber@buffalo.edu>
Cc: Laura Hubbard <laurahub@buffalo.edu>; A. Scott Weber <sweber@buffalo.edu>
Subject: RE: BPC Request

Dear Ken,

Attached you will find two reports in response to your prior request on behalf of the Faculty Senate Budget Priorities Committee.

1. The first report is actual expenditures over the past 5 years for all of the Vice President and Decanal level units across the university.

Academic support units include the following areas:

Chief Information Officer - Includes Enterprise Application Services, IT Customer Services, Network & Communication Services and other IT support.

Division of Athletics - Includes UB's 16 Division I sports, various administrative and student athlete support areas and Recreation and Intramurals.

Finance and Administration - Includes Finance & Administration; Business Services; Emergency Management; Human Resources; Parking & Transportation Services; Resource Planning; Sustainability; University Police; and University Facilities.

Health Sciences - Includes VP for Health Sciences and Office of Interprofessional Education.

President - Includes the Office of the President; Equity, Diversity & Inclusion; [Internal Audit](#); Government & Community Relations; and University Events.

Provost - Includes Office of the Provost; Academic Planning, Enrollment Management; Faculty Affairs; Inclusive Excellence; Institutional Analysis; International Education; Educational Affairs; Educational Opportunity Center; University Libraries; and University Shared Governance.

Research & Economic Development - Includes Sponsored Research Administration, Communities of Excellence, Research Advancement, Economic Development, Animal Facilities, Research Compliance and several centers and institutes.

Student Life - Includes Student Health & Wellness, Counseling Services, Dean of Students, and Campus Living.

University Advancement - Includes advancement teams for all academic units; Alumni Engagement; Philanthropy.

University Communications - Includes University Communications, Trademarks and Licensing, and university branding initiatives.

Central University - Includes funding for centrally managed areas including but not limited to the Merit Scholarship, University Utilities and centrally managed Instructional Facilities budgets.

2. The second report includes investments made through the Annual Resource Planning Process (ARPP) over the past 5 years as approved by the Provost with consultation and agreement from the President and Vice President for Finance and Administration. Please note there were no investments made during the 2020/21 ARPP; at the time when decisions would have been made there was significant financial uncertainty due to the COVID-19 pandemic. The university has been able to remain in strong financial standing over the past 18 months through prudent financial stewardship, expenditure reductions, stronger than anticipated enrollment and federal funding received to help offset the impact of the pandemic both to UB and New York State.

Each fiscal year is broken out by unit receiving the investment, a brief name or description of the investment, the focus or priority from that ARPP cycle and then the recurring and/or total onetime funding amounts. There is also a summary showing the total by each fiscal year.

We hope this information is helpful to your work on the Faculty Senate Budget Priorities Committee.

Sincerely,

Scott

A. Scott Weber

Provost and Executive Vice President for Academic Affairs

Laura

Laura E. Hubbard

Vice President for Finance and Administration

From: Dauber, Kenneth <dauber@buffalo.edu>

Sent: Monday, September 20, 2021 1:08 PM

To: UB Provost <ubprovost@buffalo.edu>

Subject: Re: Follow up to BPC Meeting

Dear Scott,

"Welcome back is, I suppose, the formal thing to say, although I realize you've stayed in Buffalo working for most of the summer. Meanwhile, I hope you've had a good past few months.

The Budget Priorities Committee of the Faculty Senate will be meeting soon. In your email to me of 4/20, you responded to a number of the questions the BPC posed at our earlier meeting with you, as reprised in my email to you of 3/31. Thank you. We will be following up on these. Have you or your staff, over the ensuing months, however, been able to get together the information for two of the larger unanswered questions on which you said you were working: 1) the actual expenditures, rather than the projected budget, for all the units listen in the 2020-21 budget book, going back five years; and 2) the expenditures for each of the "special initiatives" and "investments" and any other items funded directly by the Provost's office, also going back five years?

Wishing you a good semester and hoping to hear from you soon.

Ken

From: UB Provost <ubprovost@buffalo.edu>
Sent: Tuesday, April 20, 2021 10:10 AM
To: Kenneth Dauber <dauber@buffalo.edu>
Cc: Laura Hubbard <laurahub@buffalo.edu>; A. Scott Weber <sweber@buffalo.edu>
Subject: FW: Follow up to BPC Meeting

Ken,

Thank you for your email. While we work through your requests, we are sending partial responses as available.

We look forward to a future meeting at which we can present the remaining material.

Sincerely,

Scott

A. Scott Weber
Provost and Executive Vice President for Academic Affairs

Laura
Laura E. Hubbard
Vice President for Finance and Administration

From: Dauber, Kenneth <dauber@buffalo.edu>
Sent: Wednesday, March 31, 2021 11:41 AM
To: Meagley, Traci <tmeagley@buffalo.edu>
Subject: Follow-up to BPC meeting

Dear Traci,

Could you please transmit the following to Scott?

Dear Scott,

Thank you for meeting with the Budget Priorities Committee of the Faculty Senate last week. And thanks for inviting future meetings as the need arises. The BPC will be meeting soon to discuss the answers you and your team provided to our questions. Toward that end we look forward to the information that you will be forwarding to us:

1. the actual expenditures, rather than the projected budget, of all the units as listed in the 2020-21 budget book, going back for five years;
[WORKING ON THIS](#)
2. the expenditures for each of the "special initiatives," "investments," and any other items funded directly by the Provost's office, also going back for the last five years.
[WORKING ON THIS](#)

In addition--a question that, in the press of things, we missed discussing at the meeting--could you tell us whether and how the \$76 million placed in "Strategic Reserves" and the \$40 million placed in "University Emergency Reserves," as stated in the 2020-21 Budget Book, were disposed of?

-The \$40 million in University Emergency Reserves is set aside as a true contingency reserve and is not used unless approved by the President, Provost, and Vice President for Finance and Administration. The amount set aside is based on risk analysis, higher education best practices, and the total funding and relative diversity of UB's funds. The university also uses the Composite Financial Index (CFI), another higher education best practice, for analyzing and monitoring appropriate levels of cash balances, debt, etc.

To date, the University has not had to utilize its University Emergency Reserves because of four primary factors. These are:

- 1) we have additional Strategic Reserves (funds set aside for investment, see below) as no strategic investments were made during the 20/21 budget year. This was because there was significant budget uncertainty when these decisions would have been made (May 2020);
- 2) NY State placed state expenditure limitations on us thereby reducing expenditures across the university;
- 3) enrollment for AY 2020/21 was better than expected although there were negative impacts from reductions in international enrollment; and
- 4) we received emergency stimulus funding from three different federal acts passed

during the past year.

It is important to note that different outcomes on any of these factors and others might have necessitated the need to use the emergency reserves.

The \$40M is composed of a mix of state and non-state funds. The expenditure restrictions imposed by the state were on state funds only.

The \$76M indicated as strategic reserves are the funds utilized for funding investment proposals aligning with university strategic priorities through the Annual Resource Planning Process (ARPP).

As COVID unfolded and, given the uncertainty of the rapidly changing financial landscape, the decision was made to delay any awarding of new funding for investment through the 2020/21 ARPP. The strategic reserves along with the previously established \$40M set aside as emergency funds were then utilized by the University to best manage the volatile financial landscape of 2020-21. Over the course of summer and fall 2020, these funds were considered and modeled to help offset the following potential negative revenue impacts the university was facing:

- Multiyear or recurring direct state tax support cut up to 25% or \$37.5M a year
- Reduced tuition revenue related to the impact of the pandemic, primarily on international students
 - Early assumptions ranged from no impact to \$100M of lost tuition revenue for 20/21
- UB having to cover the cost of state programs including TAP, Excelsior Scholarship and EOP ~\$28M for 20/21
- Increased cost related to PPE, cleaning supplies, testing and technology for moving to 100% online instruction \$6M
- Other considerations included lost rental revenue, support to cover debt service for student housing and providing a funding backstop for grants.
- This list does not include refunds and lost revenues for fees covered directly by the impacted units.

As the enrollment picture became more clear and stabilized (\$6M less in 20/21 than 19/20), federal funding came in the form of the CARES Act (~\$12M for institutional use first round and estimated at ~\$24M in the second round) and with the State's executive budget proposal (contingent on \$6B in federal funding) fully funding TAP, Excelsior, EOP and other state programs and **"only"** a 5% permanent reduction to direct state tax support, the financial picture is becoming clearer and more optimistic.

Costs associated with COVID continue to grow by an additional \$5M for new testing requirements for the spring semester, the university is currently evaluating the amount of strategic reserves to make available as part of the 2021/22 ARPP. These funds would be awarded to fund investment proposals submitted by units to help us achieve our strategic goals and priorities.

If you could, as well, clarify a few things that we did discuss:

1. Are the expenditure figures for (1) and (2) above figures from the "state operating budget"--that is, as you explained to us, funds taken from state support and tuition revenue--or total expenditures, and could you give us both sets of figures if there is a difference?

-Expenditures include all funds – state, RF, UBF, IFR etc). They represent different sources.

2. You indicated that the budget for each unit is set on a base of the previous year's budget, provided that enrollment targets (or other income?) have been made, and that only some 2% of the total budget is made up of Provostial or "central" funds, allocated mostly to units on the merit of "investments" that heads of the units wish to make.

-Budget is based on revenue targets, not enrollment targets.

-Base year for enrollment growth funds was 2013/14. This varies by unit when a growth proforma is in place.

-The Internal Financial Plan is the vehicle through which investments are made in units (this is sometimes referred to as "central" funds).

-The provost, in consultation with the VPFA and the president, makes the decisions regarding university investments in units following the ARPP.

- a) How are enrollment (or income?) targets set and have they changed? Could you provide us with the targets for the various units over the last five years?

-Enrollment targets are negotiated with the deans. Yes, we will share 5 years of enrollment targets.

- b) What are the economic criteria for an investment? That is, will an "investment" be made for something that has little or no prospect of economic return or that will, in fact, continue to cost money?

-Investments are made in support of university goals and are not based on economic criteria. Investments may or may not generate revenue (ie enrollment management growth may, faculty hiring may not).

- c) Are Provostial or central funds spent outside the rubric of units, and if so, how much and on what?

- Investments made from the Internal Financial Plan are assigned to units or central university accounts (ie utilities). There is no other mechanism to spend funds.

- d) How much does the 2% amount to?

-see attached graph: Total University Operating Budget 2019-20

3. You indicated that \$12 million a year is spent from central funds on debt service to pay for the Medical School buildings and that the other debt service is bonded and paid for out of the income generated by various units--for example, the One World Cafe by the income generated by FSA. Could we have the total figure of debt service and the amount of income generated by each of the units that pays that service?

-The JSMBs pay the debt service on the new building.

- Other debt services on facilities are bonded and paid by the state.
- Dorms are bonded by the NYS Dormitory Authority. Students who live in the dorms pay debt service.
- Apartments/Greiner Hall are bonded through UBF. Students who live there pay the debt service.
- These funds are not interchangeable.
- One World Café is part academic space (HOTC) and part food service (FSA). There is no debt service for One World Café.

Thanks again for your responses during the meeting and thanks in advance for your responses to our further questions.

Ken Dauber, Chair
Budget Priorities Committee
Faculty Senate

UB Actual Expenditures

Organizational Structure	Expenditures				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Academic	\$391,917,167	\$396,166,631	\$436,132,026	\$428,442,142	\$416,617,993
Jacobs School of Medicine and Biomedical Sciences	\$102,393,144	\$99,013,460	\$119,718,215	\$111,510,606	\$114,035,635
School of Dental Medicine	\$34,972,035	\$36,196,821	\$34,875,894	\$35,126,701	\$35,028,678
School of Nursing	\$8,196,669	\$8,897,236	\$9,446,595	\$9,364,614	\$9,101,242
School of Pharmacy and Pharmaceutical Sciences	\$11,427,299	\$10,362,011	\$11,888,180	\$12,786,647	\$12,144,479
School of Public Health and Health Professions	\$14,664,049	\$14,557,696	\$15,460,820	\$16,057,843	\$15,670,511
College of Arts and Sciences	\$97,550,781	\$99,060,228	\$105,230,916	\$106,027,602	\$101,516,711
Graduate School of Education	\$13,580,769	\$13,614,879	\$15,977,262	\$14,603,333	\$14,034,890
School of Architecture and Planning	\$8,567,060	\$8,588,445	\$8,967,930	\$8,666,594	\$7,572,146
School of Engineering and Applied Sciences	\$51,826,120	\$55,238,350	\$62,937,857	\$62,500,027	\$58,630,832

UB Actual Expenditures

	Expenditures				
Organizational Structure	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
School of Law	\$15,458,478	\$15,182,261	\$15,069,339	\$15,111,842	\$14,569,669
School of Management	\$26,203,619	\$27,857,369	\$28,655,360	\$28,212,766	\$26,145,145
School of Social Work	\$7,077,144	\$7,597,875	\$7,903,658	\$8,473,566	\$8,168,055
Academic Support	\$298,498,606	\$294,876,532	\$309,923,414	\$299,497,641	\$271,576,880
Division of Athletics	\$32,721,705	\$32,524,396	\$38,293,916	\$31,450,167	\$27,483,844
Student Life	\$70,604,046	\$61,431,794	\$64,055,795	\$67,903,898	\$65,220,775
Health Sciences	\$1,336,475	\$2,267,939	\$1,105,524	\$1,753,119	\$1,704,964
President	\$4,852,720	\$5,651,021	\$6,071,432	\$6,279,537	\$5,120,847
Provost	\$54,342,364	\$55,092,089	\$51,835,911	\$48,658,632	\$45,179,412
University Advancement	\$5,714,761	\$15,610,994	\$15,972,213	\$14,081,045	\$13,437,228

UB Actual Expenditures

Organizational Structure	Expenditures				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
University Communications	\$5,581,314	\$4,651,406	\$4,739,154	\$4,134,165	\$3,993,096
Chief Information Officer	\$35,315,092	\$33,046,285	\$40,534,825	\$39,668,463	\$28,033,397
Finance and Administration	\$62,911,769	\$58,416,439	\$64,287,538	\$64,352,237	\$60,766,840
Research and Economic Development	\$25,118,360	\$26,184,168	\$23,027,105	\$21,216,378	\$20,636,477
Central University	\$62,580,907	\$78,957,191	\$79,838,084	\$86,079,414	\$77,828,364

Summary ARPP Investments
2017/18 - 2021/22

Summary

	Recurring	Non-Recurring
2017/18	\$ 8,554,000	\$ 26,827,000
2018/19	\$ 15,157,000	\$ 2,855,000
2019/20	\$ 10,122,295	\$ 11,715,000
2021/22	\$ 11,327,000	\$ 163,136,000
Total	\$ 45,160,295	\$ 204,533,000

**Summary ARPP Investments
2017/18 - 2021/22**

2021/22

			Recurring	Non-recurring
		Total	\$ 11,327,000	\$ 163,136,000
Academic Units				
College of Arts & Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Funding for the Arts	Building Exceptional Academic Programs	\$ -	\$ 300,000
	Increase Faculty Diversity	Increasing Faculty, Staff and Student Diversity	\$ -	\$ 6,000,000
	Undergraduate Retention Improvements by Appointment of Full Time Teaching Faculty	Providing Strong Academic and Student Support	\$ -	\$ 5,000,000
	Tuition Revenue Shortfall Assessment (TRSA) Forgiveness	Providing Strong Academic and Student Support	\$ -	\$ 1,140,000
		Total	\$ -	\$ 12,440,000
Graduate School of Education	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Recruit PhD Students	Building Exceptional Academic Programs	\$ -	\$ 760,000
	Targeted Diversity Hiring	Increasing Faculty, Staff and Student Diversity	\$ -	\$ 2,000,000
	Tuition Revenue Shortfall Assessment (TRSA) Forgiveness	Providing Strong Academic and Student Support	\$ -	\$ 670,000
		Total	\$ -	\$ 3,430,000
Jacobs School of Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Decanal Transition for JSMBs	Building Exceptional Academic Programs	\$ 500,000	\$ 750,000
	Spousal Hire for SPPS	Building Exceptional Academic Programs	\$ 125,000	\$ -
	CTRC Rehab	Growing Faculty Recognition and Funding	\$ -	\$ 400,000
	Diversity Pipeline Proposal	Increasing Faculty, Staff and Student Diversity	\$ -	\$ 613,000
	PhD Tuition Support for Basic Sciences - to increase PhD cohort to enhance competitive position for training grants	Providing Strong Academic and Student Support	\$ -	\$ 2,500,000
		Total	\$ 625,000	\$ 4,263,000
Health Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Health Sciences Backfill - Marker -- Renovation and Revitalization of South Campus and move of School of Social Work and Graduate School of Education to South Campus.	Enhancing the Built Environment		\$ 12,000,000
		Total	\$ -	\$ 12,000,000
School of Architecture and Planning	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Fabrication Workshop	Providing Strong Academic and Student Support	\$ -	\$ 250,000
		Total	\$ -	\$ 250,000
School of Dental Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Small Animal Irradiator	Growing Faculty Recognition and Funding	\$ -	\$ 93,000
		Total	\$ -	\$ 93,000
School of Engineering and Applied Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Tuition Revenue Shortfall Assessment (TRSA) Forgiveness	Providing Strong Academic and Student Support	\$ -	\$ 6,800,000
	SEAS New Building - Marker	Building Exceptional Academic Programs	\$ -	\$ 25,000,000
	EIP Startup and Retention	Growing Faculty Recognition and Funding	\$ -	\$ 1,500,000
	Engineering Cage	Growing Faculty Recognition and Funding	\$ -	\$ 1,980,000
		Total	\$ -	\$ 35,280,000
School of Law	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Discover Law: Diversity Pipeline Program	Increasing Faculty, Staff and Student Diversity	\$ -	\$ 105,000
	Visiting Associate Professor in Diversity, Equity, and Inclusion	Increasing Faculty, Staff and Student Diversity	\$ -	\$ 170,000
		Total	\$ -	\$ 275,000
School of Management	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Tuition Revenue Shortfall Assessment (TRSA) Forgiveness	Providing Strong Academic and Student Support		\$ 4,400,000
		Total	\$ -	\$ 4,400,000
School of Nursing	Investment Name/Description	Focus/Priority	Recurring	Non-recurring

**Summary ARPP Investments
2017/18 - 2021/22**

	Telehealth - to support training in telemedicine and to further development of telehealth capabilities	Providing Strong Academic and Student Support	\$ -	\$ 165,000
		Total	\$ -	\$ 165,000
School of Pharmacy and Pharmaceutical Science	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Tuition Revenue Shortfall Assessment (TRSA) Forgiveness	Providing Strong Academic and Student Support		\$ 430,000
	Decanal Transition for SPPS	Building Exceptional Academic Programs	\$ 450,000	\$ 750,000
		Total	\$ 450,000	\$ 1,180,000
Professionals	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Recruiting Elite Early Career Faculty	Building Exceptional Academic Programs	\$ 60,000	\$ 400,000
	Finalize 3E funding for SPHHP	Building Exceptional Academic Programs	\$ 235,000	\$ 300,000
		Total	\$ 295,000	\$ 700,000
School of Social Work	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Decanal Transition for SSW	Building Exceptional Academic Programs	\$ 325,000	\$ 100,000
	URM Hire in AI	Increasing Faculty, Staff and Student Diversity	\$ 73,000	\$ -
		Total	\$ 398,000	\$ 100,000
Support Units				
Chief Information Officer	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Cloud based HUB	Enhancing the Built Environment	\$ 1,000,000	\$ 500,000
		Total	\$ 1,000,000	\$ 500,000
Finance and Administration	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Funding Swap - to move all Facilities OTPS expenditures from state operating to state IFR	Marshalling our Resources	\$ 2,000,000	\$ -
		Total	\$ 2,000,000	\$ -
Office of the Provost	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Gender Institute Rent - Moved to Central lease account	Building Exceptional Academic Programs	\$ -	\$ 50,000
	Comprehensive Masters Recruitment Strategy	Providing Strong Academic and Student Support	\$ -	\$ 450,000
	AutoStore System for Offsite Library Storage	Providing Strong Academic and Student Support		\$ 2,700,000
	Faculty Development and Awards	Growing Faculty Recognition and Funding	\$ 165,000	\$ -
	Undergraduate Recruitment	Providing Strong Academic and Student Support	\$ -	\$ 900,000
		Total	\$ 165,000	\$ 4,100,000
Research and Economic Development	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Continuing Support of CTSA	Building Exceptional Academic Programs	\$ -	\$ 2,500,000
	Increased Research Support	Growing Faculty Recognition and Funding	\$ -	\$ 3,000,000
	AI Institute Buildout	Growing Faculty Recognition and Funding	\$ -	\$ 1,100,000
		Total	\$ -	\$ 6,600,000
Student Life	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Initiate Wellness Center Master Plan - Marker - Funding TBD	Enhancing the Built Environment	\$ -	\$ -
	Summer Bridge Program for incoming freshman - with Provost	Providing Strong Academic and Student Support	\$ -	\$ 600,000
	Housing Master Plan Implementation - Marker	Enhancing the Built Environment	\$ -	\$ 17,400,000
	Student Union Master Plan	Enhancing the Built Environment	\$ -	\$ 375,000
	E-Sports Coordinators/Coaches	Providing Strong Academic and Student Support	\$ 150,000	\$ -
	Student Accessibility Support	Providing Strong Academic and Student Support	\$ -	\$ 500,000
		Total	\$ 150,000	\$ 18,875,000
University Advancement	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Enhance Philanthropic Giving	Enhancing Communications and Advancement Efforts	\$ 1,000,000	\$ 500,000
		Total	\$ 1,000,000	\$ 500,000
University Communications	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Brand Strategy	Enhancing Communications and Advancement Efforts	\$ -	\$ 3,750,000

**Summary ARPP Investments
2017/18 - 2021/22**

Total	\$ -	\$ 3,750,000
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Academic Units - Central Marker	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Bold Ideas Marker - To seed fund up to 10 ideas at a max of \$100,000 from the Boldly Buffalo Ideas process	Building Exceptional Academic Programs	\$ -	\$ 1,000,000
	Competitive Salaries for Faculty - Marker	Growing Faculty Recognition and Funding	\$ 2,500,000	
	UB Scholars of Excellence Top Off - Marker	Growing Faculty Recognition and Funding		\$ 1,250,000
	Emerging Requests Faculty Retention - Marker	Growing Faculty Recognition and Funding	\$ 200,000	\$ 3,000,000
	Emerging Requests Faculty Diversity - Marker	Increasing Faculty, Staff and Student Diversity	\$ 200,000	\$ 1,000,000
	URM PhD Pipeline - Marker	Increasing Faculty, Staff and Student Diversity		\$ 450,000
	Fund Graduate Fees for full time PHD students on TA and RA appointments - Marker	Providing Strong Academic and Student Support	\$ 2,000,000	\$ -
	Disciplinary Excellence Initiative Marker - to move departments into the top 25	Building Exceptional Academic Programs	\$ -	\$ 30,000,000
		Total	\$ 4,900,000	\$ 36,700,000

Central University	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Senior Leadership Searches	Building Exceptional Academic Programs	\$ -	\$ 280,000
	Increase to 1 Capen Budget for Director Salary and Fringe	Providing Strong Academic and Student Support	\$ 123,000	\$ 72,000
	Increase to Instructional Facilities/Class Room & Tech Budget	Providing Strong Academic and Student Support		\$ 7,928,000
	New Faculty Athletic Representative	Providing Strong Academic and Student Support		\$ 40,000
	Demolish Diefendorf Annex	Enhancing the Built Environment		\$ 2,250,000
		Total	\$ 123,000	\$ 10,570,000

University Wide - Central Marker	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	COGS-Wayfinding and Security	Enhancing the Built Environment	\$ 106,000	\$ 665,000
	One World Café University Club FFE	Enhancing the Built Environment	\$ -	\$ 1,000,000
	Small Spaces	Enhancing the Built Environment	\$ -	\$ 250,000
	Shared Services Model for Enhancing Service Delivery - Marker	Marshalling our Resources	\$ -	\$ 5,000,000
	University Membership Subscriptions	Marshalling our Resources	\$ 115,000	\$ 50,000
		Total	\$ 221,000	\$ 6,965,000

**Summary ARPP Investments
2017/18 - 2021/22**

2019/20

			Recurring	Non-recurring
		Total	\$ 10,122,295	\$ 11,715,000
Academic Units				
College of Arts & Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 500,000	
	Start-up in Biological Sciences	Provide support structures ensuring faculty and student success	\$ -	\$ 2,500,000
	Environmental Sustainability (EVS) Faculty Support	Recruit great students and fulfill their educational expectations	\$ 600,000	\$ -
	Center for Diversity Innovation (CDI)	Create a diverse campus community	\$ 1,250,000	\$ -
	Biology and Chemistry Dept Laboratory Upgrades	Build faculty strength, productivity and impact	\$ -	\$ 500,000
		Total	\$ 2,350,000	\$ 3,000,000
Graduate School of Education	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 100,000	
	English Language Institute	Become an increasingly global university	\$ -	\$ 1,188,000
	Cluster Hire	Build faculty strength, productivity and impact	\$ 400,000	\$ -
		Total	\$ 500,000	\$ 1,188,000
School of Architecture and Planning	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Build faculty strength, productivity and impact	\$ 100,000	\$ -
		Total	\$ 100,000	\$ -
Jacobs School of Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Faculty Hire Support	Build faculty strength, productivity and impact	\$ 300,000	\$ -
		Total	\$ 300,000	\$ -
School of Dental Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 200,000	
	Special Needs Clinic	Provide support structures ensuring faculty and student success	\$ -	\$ 500,000
		Total	\$ 200,000	\$ 500,000
School of Engineering and Applied Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Build faculty strength, productivity and impact	\$ 500,000	
	Start-Up Support	Build faculty strength, productivity and impact	\$ -	\$ 500,000
	Engineering Education	Build faculty strength, productivity and impact	\$ 168,000	\$ -
	Materials Design and Innovation	Build faculty strength, productivity and impact	\$ 90,000	\$ -
		Total	\$ 758,000	\$ 500,000
School of Law	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Faculty Hire Support	Build faculty strength, productivity and impact	\$ 160,000	\$ -
		Total	\$ 160,000	\$ -
School of Nursing	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 50,000	
	High Income Clinical Specialties - to build leadership and retain faculty strength	Build faculty strength, productivity and impact	\$ 50,000	\$ -
		Total	\$ 100,000	\$ -
School of Public Health and Health Professions	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 150,000	\$ -
		Total	\$ 150,000	\$ -
School of Pharmacy and Pharmaceutical Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 150,000	
	Center for Health Outcomes Pharmacoinformatics and Epidemiology Investment	Build faculty strength, productivity and impact	\$ 150,000	\$ -
		Total	\$ 300,000	\$ -
School of Social Work	Investment Name/Description	Focus/Priority	Recurring	Non-recurring

**Summary ARPP Investments
2017/18 - 2021/22**

	Increase to Base Allocation	Provide support structures ensuring faculty and student success	\$ 50,000	
	Funding for Endowed Chair Spouse	Build faculty strength, productivity and impact	\$ 90,000	\$ -
		Total	\$ 140,000	\$ -
Support Units				
Chief Information Officer	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Virtual Classroom	Provide support structures ensuring faculty and student success	\$ -	\$ 500,000
	Artificial (Assistive) Technology (AI)	Recruit great students and fulfill their educational expectations	\$ 250,000	
		Total	\$ 250,000	\$ 500,000
Division of Athletics	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Post Season Event Assistance	Recruit great students and fulfill their educational expectations	\$ 150,000	\$ -
		Total	\$ 150,000	\$ -
Finance and Administration	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	JSMBS Downtown Operations - to support the operating budget of JSMBS with the goal of aligning facilities budgets with	Provide support structures ensuring faculty and student success	\$ 1,388,500	\$ -
		Total	\$ 1,388,500	\$ -
Office of the Provost	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Temporary Admissions Recruiters	Recruit great students and fulfill their educational expectations	\$ 181,595	\$ -
	Strategically Build on Application Pipeline	Recruit great students and fulfill their educational expectations	\$ 150,000	\$ -
	UB's Center for Educational Innovation - Creating a New Paradigm for Success in Faculty Curriculum, Dossier Review,	Provide support structures ensuring faculty and student success	\$ 500,000	\$ -
	UB's Center for Educational Innovation	Provide support structures ensuring faculty and student success	\$ 1,500,000	\$ -
	Fund Office of Educational Effectiveness	Provide support structures ensuring faculty and student success	\$ 282,200	\$ -
	Academic Integrity	Provide support structures ensuring faculty and student success	\$ 110,000	\$ -
		Total	\$ 2,723,795	\$ -
Research and Economic Development	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Unit Support - to support the unit in maintaining staff counts, funding fringe benefit	Provide support structures ensuring faculty and student success	\$ 500,000	\$ -
		Total	\$ 500,000	\$ -
Student Life	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Crisis Services Advocate Hire	Provide support structures ensuring faculty and student success	\$ 52,000	\$ -
		Total	\$ 52,000	\$ -
Central University	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Increase to OASIS Disallowances	Provide support structures ensuring faculty and student success		\$ 100,000
	CRM (Advanced Web) - Marker	Provide support structures ensuring faculty and student success	\$ -	\$ 1,000,000
	Increase To Instructional Facilitates Class room Budget	Provide support structures ensuring faculty and student success		\$ 4,927,000
		Total	\$ -	\$ 6,027,000

**Summary ARPP Investments
2017/18 - 2021/22**

2018/19					
			Recurring	Non-recurring	
			Total	\$ 15,157,000	\$ 2,855,000
Academic Units					
Graduate School of Education	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Reprieve from Summer SUTRA shortfall	Provide support structure to ensure faculty and student success	\$ -	\$ 415,000	
	Strategic Recruitment	Build faculty strength, productivity and impact	\$ 107,000	\$ -	
	Strategic Marketing	Recruit great students and fulfill their educational expectations	\$ -	\$ 365,000	
		Total	\$ 107,000	\$ 780,000	
School of Architecture and Planning	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Venice Biennale Initiative	Become an increasingly global university	\$ -	\$ 50,000	
		Total	\$ -	\$ 50,000	
School of Dental Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Core Facilities	Provide support structure to ensure faculty and student success	\$ 100,000	\$ -	
		Total	\$ 100,000	\$ -	
School of Law	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Transition to New Decanal Leadership	Provide support structure to ensure faculty and student success	\$ 300,000	\$ 300,000	
		Total	\$ 300,000	\$ 300,000	
School of Nursing	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Create Hard-Walled Faculty Offices	Build faculty strength, productivity and impact	\$ -	\$ 100,000	
		Total	\$ -	\$ 100,000	
Support Units					
Chief Information Officer	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	BlackBoard - Cloud Version	Provide support structure to ensure faculty and student success	\$ 500,000	\$ -	
		Total	\$ 500,000	\$ -	
Finance and Administration	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Uplan Budget System Software	Provide support structure to ensure faculty and student success	\$ 640,000	\$ -	
		Total	\$ 640,000	\$ -	
Office of the President	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	University Web Accessibility	Provide support structure to ensure faculty and student success	\$ 185,000	\$ -	
		Total	\$ 185,000	\$ -	
Office of the Provost	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Campus-wide CRM/SLATE	Provide support structures ensuring faculty and student success	\$ 250,000	\$ 50,000	
	UB Curriculum	Provide support structures ensuring faculty and student success	\$ 100,000	\$ -	
	Student Success & Retention, Centralized Academic Support	Provide support structures ensuring faculty and student success	\$ 100,000	\$ -	

**Summary ARPP Investments
2017/18 - 2021/22**

	Summer Bridge Program	Provide support structures ensuring faculty and student success	\$ 115,000	\$ 50,000
		Total	\$ 565,000	\$ 100,000
Research and Economic Development	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Research Administration Infrastructure Investment	Research, Scholarship & Economic Development	\$ 500,000	\$ -
		Total	\$ 500,000	\$ -
University Advancement	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Campaign Public Phase Expenses	Provide support structures ensuring faculty and student success	\$ -	\$ 590,000
	Professional Development	Provide support structures ensuring faculty and student success	\$ 255,000	\$ -
		Total	\$ 255,000	\$ 590,000
University Communications	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Brand and Marketing Strategy Maturation	Recruit great students and fulfill their educational expectations	\$ 1,000,000	\$ -
		Total	\$ 1,000,000	\$ -
Central University	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Academic- Decanal Reorg - Bridge Funding	Provide support structures ensuring faculty and student success		\$ 900,000
	Disciplinary Excellence	Build faculty strength, productivity and impact	\$ 1,000,000	\$ -
	Excellence in the Disciplines - Faculty Startup	Build faculty strength, productivity and impact	\$ 10,000,000	\$ -
	University Memberships	Provide support structures ensuring faculty and student success	\$ 5,000	\$ -
	University Memberships	Provide support structures ensuring faculty and student success	\$ -	\$ 5,000
	Recruitment & Retention Fund	Build faculty strength, productivity and impact	\$ -	\$ 30,000
		Total	\$ 11,005,000	\$ 935,000

**Summary ARPP Investments
2017/18 - 2021/22**

2017/18					
			Recurring	Non-recurring	
			Total	\$ 8,554,000	\$ 26,827,000
Academic Units					
College of Arts & Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Center for Excellence in Writing	Build faculty strength, productivity and impact	\$ 360,000	\$ -	
			Total	\$ 360,000	\$ -
Jacobs School of Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	3E - iSEED Continuation and Strengthening	Inclusion Enhancements/create a diverse campus community	\$ 100,000	\$ 514,000	
			Total	\$ 100,000	\$ 514,000
School of Architecture and Planning	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Unplanned Enrollment Growth (2016-17)	Provide support structure to ensure faculty and student success	\$ -	\$ 183,000	
	Enrollment Growth (2017-18 and beyond)	Provide support structure to ensure faculty and student success	\$ -	\$ 30,000	
	3E Faculty Funding	Build environment, health behavior and health outcomes	\$ 150,000	\$ -	
			Total	\$ 150,000	\$ 213,000
School of Dental Medicine	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Research laboratory relocation and upgrades	Build faculty strength, productivity and impact	\$ -	\$ 300,000	
			Total	\$ -	\$ 300,000
School of Engineering and Applied Sciences	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	SEAS Renovations to accommodate growth	Provide support structure to ensure faculty and student success	\$ -	\$ 3,000,000	
	CDSE	Build faculty strength, productivity and impact	\$ 730,000	\$ -	
	Institute for Bridge Engineering	Build faculty strength, productivity and impact	\$ 860,000	\$ -	
	ISTL	Build faculty strength, productivity and impact	\$ 590,000	\$ -	
			Total	\$ 2,180,000	\$ 3,000,000
School of Law	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Reduction in one-time accumulated revenue shortfalls	Provide support structure to ensure faculty and student success	\$ -	\$ 11,400,000	
	Continued Investment in Recruitment Scholarship	Recruit great students and fulfill their educational expectations	\$ 3,500,000	\$ -	
	Transition to New Decanal Leadership	Provide support structure to ensure faculty and student success	\$ 650,000	\$ -	
			Total	\$ 4,150,000	\$ 11,400,000
School of Management	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	3E CLOE	Provide support structures ensuring faculty and student success	\$ 700,000	\$ -	
			Total	\$ 700,000	\$ -
School of Pharmacy and Pharmaceutical Science	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	
	Department Chair - Pharmaceutical Sciences	Build faculty strength, productivity and impact	\$ -	\$ 100,000	
	PharmD tuition revenue over target	Build faculty strength, productivity and impact	\$ -	\$ 440,000	
			Total	\$ -	\$ 540,000
Professionals	Investment Name/Description	Focus/Priority	Recurring	Non-recurring	

**Summary ARPP Investments
2017/18 - 2021/22**

	3E Health Services, Policy and Practice	Build faculty strength, productivity and impact	\$ -	\$ 235,000
		Total	\$ -	\$ 235,000

Chief Information Officer	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Federal Security Requirements for Research	Research, Scholarship & Economic Development	\$ 122,000	\$ 350,000
		Total	\$ 122,000	\$ 350,000

Finance and Administration	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	JSMBS	Provide support structures ensuring faculty and student success	\$ -	\$ 1,000,000
	Parker Relocation	Provide support structures ensuring faculty and student success	\$ -	\$ 375,000
	UPlan Budget System Software	Provide support structures ensuring faculty and student success	\$ -	\$ 1,000,000
		Total	\$ -	\$ 2,375,000

Office of the Provost	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	E&I - Establish Operating Budget and support ongoing	Provide support structures ensuring faculty and student success	\$ 50,000	\$ -
	Establish OIA Operating Budget	Provide support structures ensuring faculty and student success	\$ 85,000	\$ -
		Total	\$ 135,000	\$ -

Student Life	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	First Destination Survey	Provide support structures ensuring faculty and student success	\$ 80,000	\$ -
	Academic Integrity	Provide support structures ensuring faculty and student success	\$ 100,000	\$ -
		Total	\$ 180,000	\$ -

Enrollment Management	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	Campus wide scheduling software	Provide support structures ensuring faculty and student success	\$ 40,000	\$ 100,000
		Total	\$ 40,000	\$ 100,000

Central University	Investment Name/Description	Focus/Priority	Recurring	Non-recurring
	B140 Employee Waivers	Provide support structures ensuring faculty and student success	\$ 300,000	\$ -
	Expanded Pay - extra duty pay	Provide support structures ensuring faculty and student success	\$ 137,000	\$ -
	Class Room Rehabs (above current commitment)	Provide support structures ensuring faculty and student success	\$ -	\$ 3,000,000
	Gateway Rehab (regional institute difference)	Provide support structures ensuring faculty and student success	\$ -	\$ 800,000
	Jacobs FFE & Outfit	Provide support structures ensuring faculty and student success	\$ -	\$ 4,000,000
		Total	\$ 437,000	\$ 7,800,000