

CONTINUING OUR MOMENTUM

Annual Resource Planning Process
Kick-Off

December 12, 2024





Building on UB's Mission and Vision of Excellence

Building on our academic and research excellence, UB will expand our reach and deepen our impact in fulfillment of our status as an AAU public research university, and as **New York State's flagship university.**



SUNY flagship advocacy

To compete successfully with our
national flagship peers

and

to double our research expenditures to fulfill our
promise as a SUNY flagship



Current year primary area of opportunity:
Capital Request

- Existing building renovations
- New building construction
- Critical maintenance

Research that aligns with NYS priorities and opportunities (investments in faculty, laboratories)

Student success and economic mobility (investments in student experience, health and wellness, living/learning environments)

Levels of State/tuition funding per student relative to peers

Capital project delivery reforms; expedited academic program review

Flagship Investments from NYS Last Year

Recurring Investments

✓ \$13.1M of additional unrestricted state operating support

✓ \$605k investment in research

✓ \$545k to support student internship opportunities

One-time Investments

✓ \$250M for Empire AI Consortium located at UB

UNIVERSITY PRIORITIES



Investment Priorities to Advance Goals

- Our investment strategy will continue a strong focus on academic excellence, improving the student experience and academic success, and making UB a preferred student destination
- Each decision will be viewed through the lens of opportunity, innovation, maintenance, equity and impact
- Units should consider requesting funding for maintaining programs, one-time investments and targeted new programs.



Disciplinary
Excellence



Student Success
and Experience



Enrollment

← Opportunity, Innovation, Equity, and Impact →

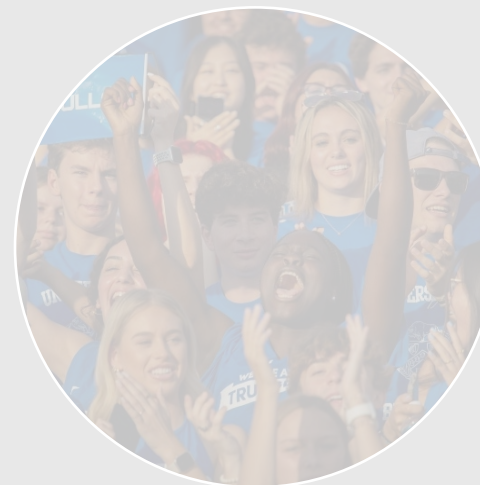
Investment Priorities to Advance Goals II



Disciplinary
Excellence



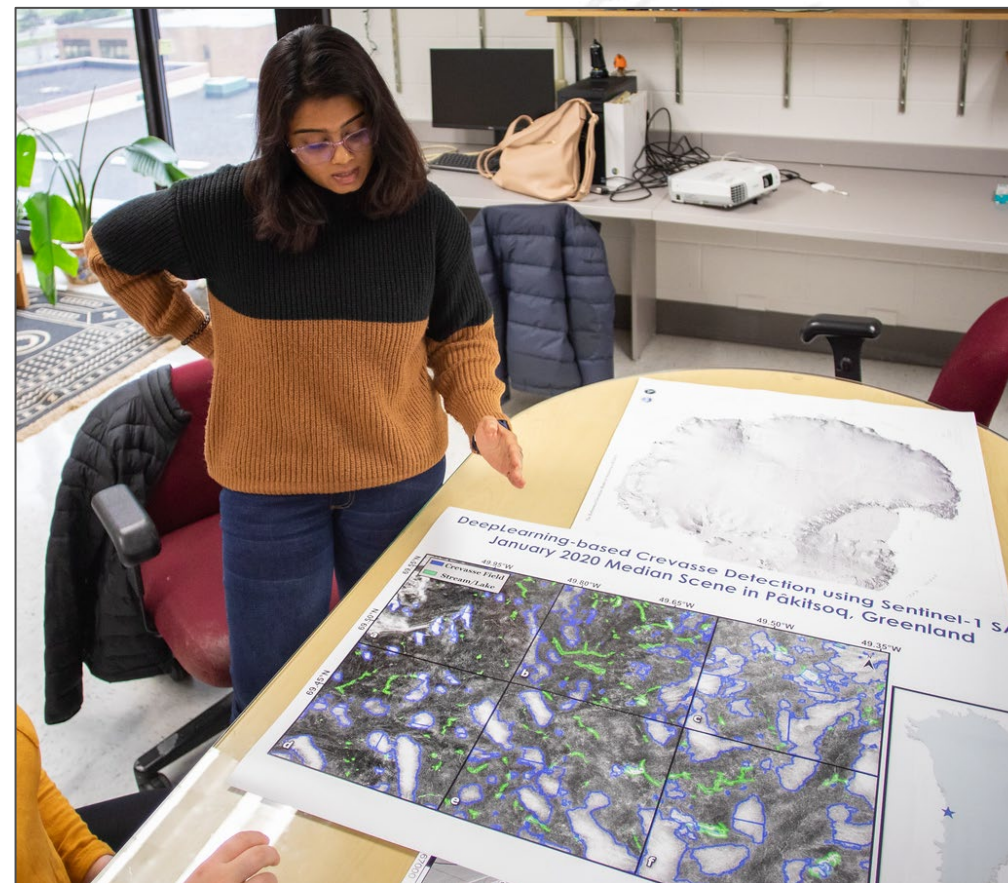
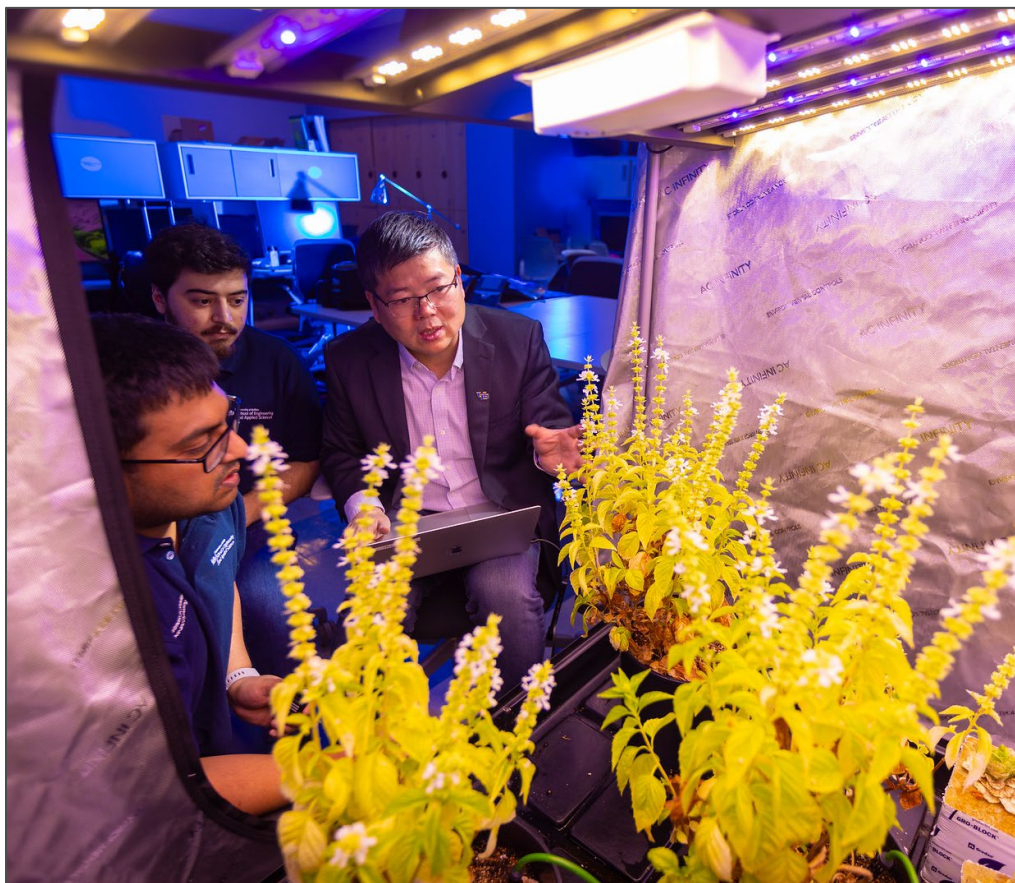
Student Success
and Experience



Enrollment

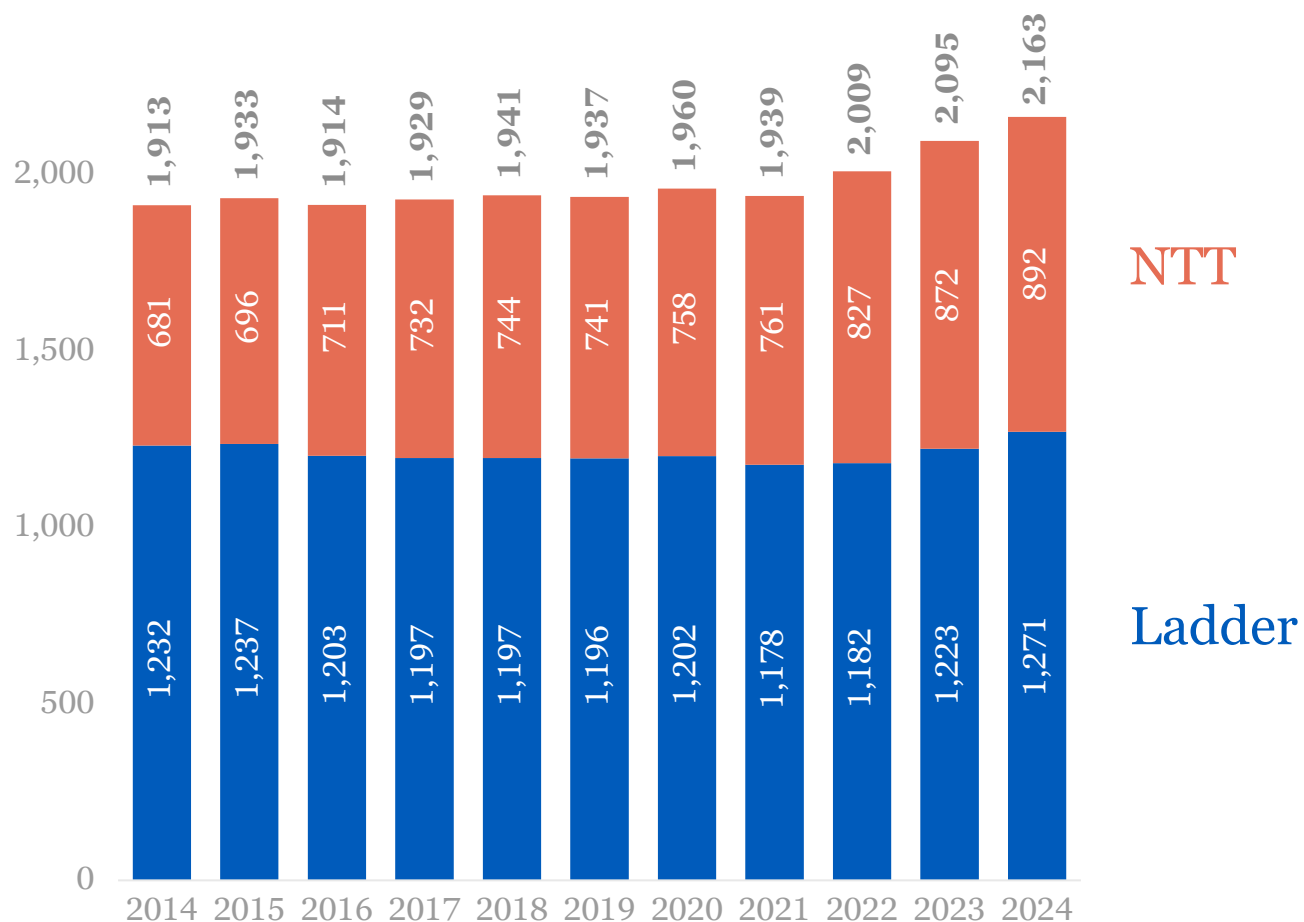
← Opportunity, Innovation, Equity, and Impact →

SUNY RFP - AI and Society

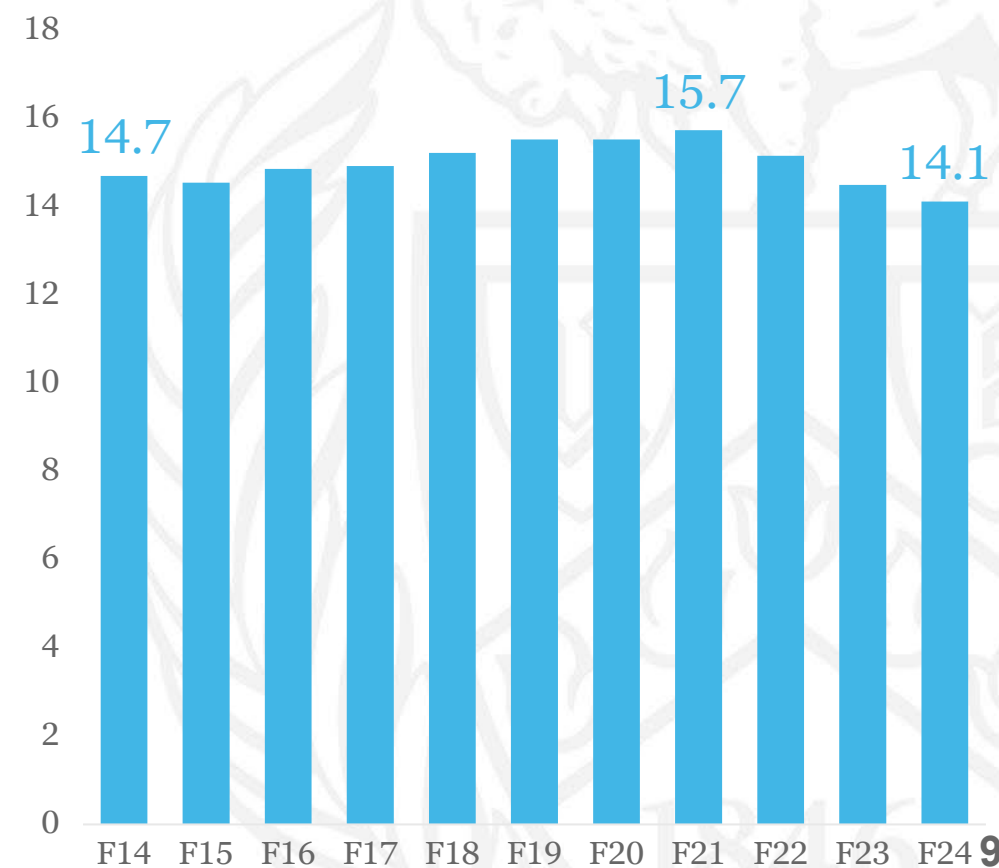


Faculty Strength: A 10-Year Perspective

Full-time Faculty

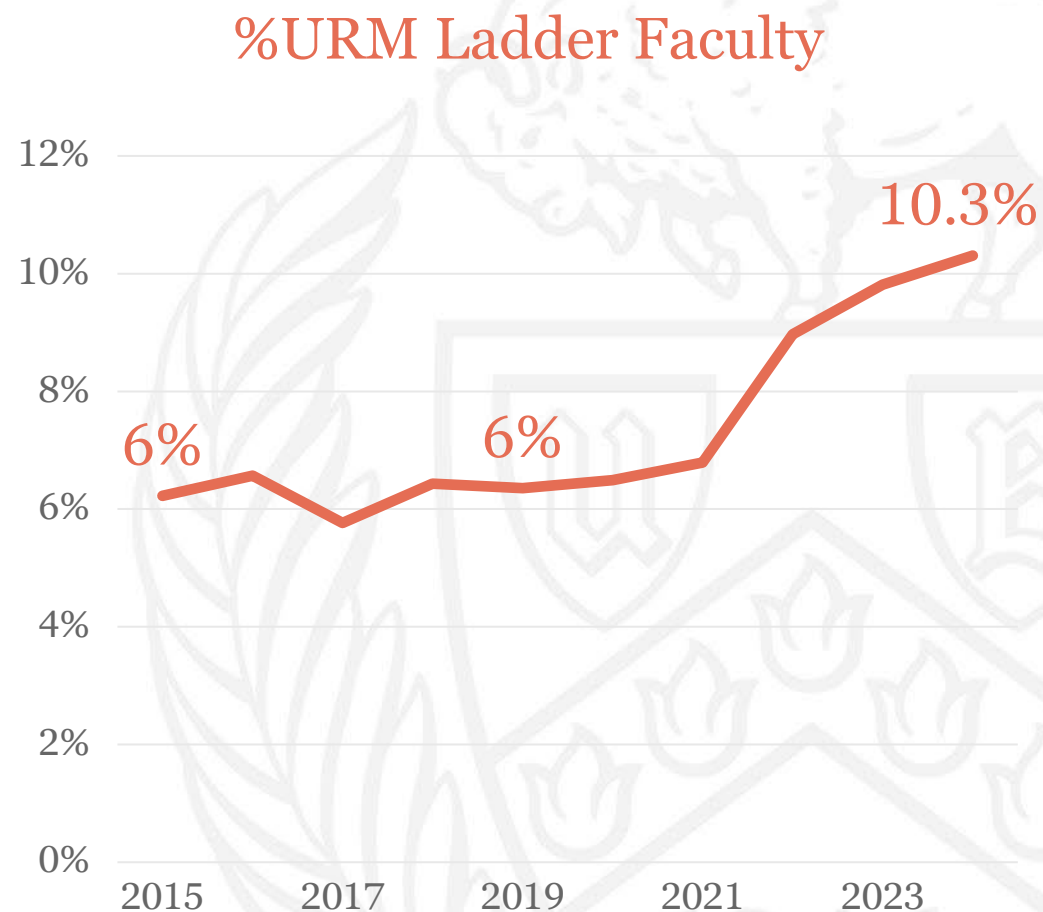


Student-to-Faculty Ratio



Enhancing Faculty Diversity

- Faculty diversity: critical to faculty/disciplinary strength
- Retaining, recruiting diverse talent
- Visiting Future Faculty (VITAL) program
- Implementing PACOR recommendations to build faculty, staff diversity



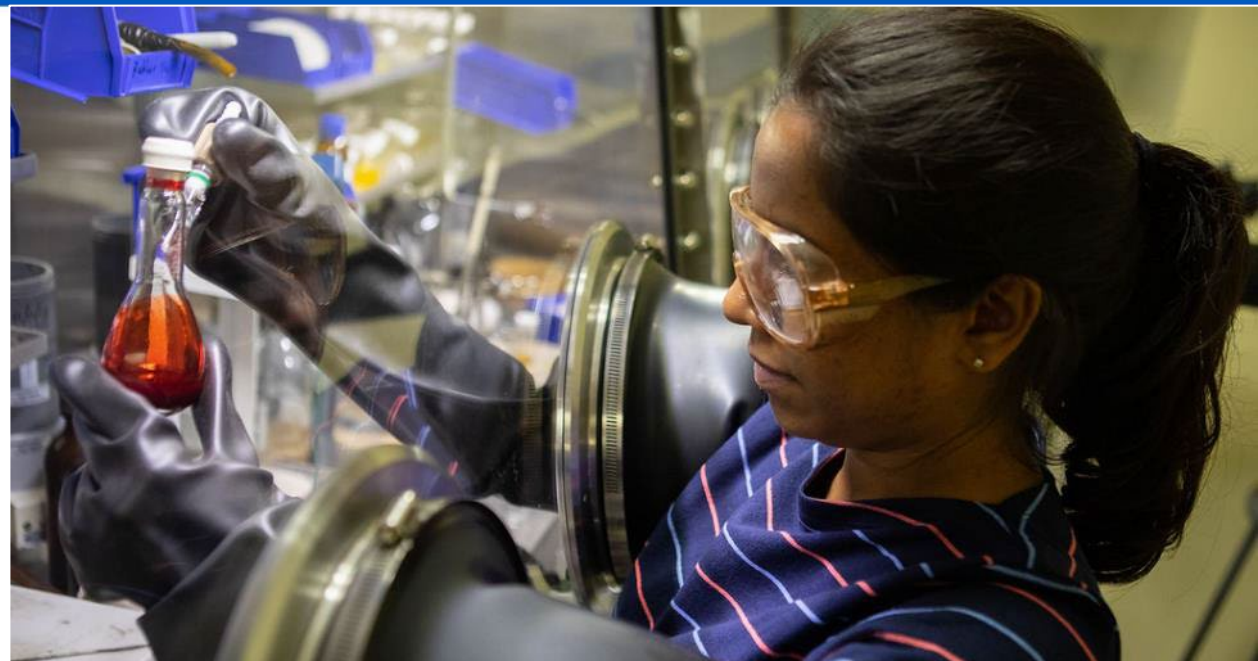


PhD Excellence

- Recruit the very best students
- Focus on PhD student experience, completion, time to degree, career opportunities and outcomes
- Continue to improve student diversity within PhD programs
- Continue to offer competitive stipends for full-time, funded PhD students by *regularly* raising minimum rate

Investing ICR to Enhance Research

- Research Administration Support Center (RASC): Centrally managed, locally deployed; brings expert administrative services to support centers
- Strategic, large-scale proposal support
- Central sponsored project services support
- Research infrastructure enhancements
- Large equipment funding



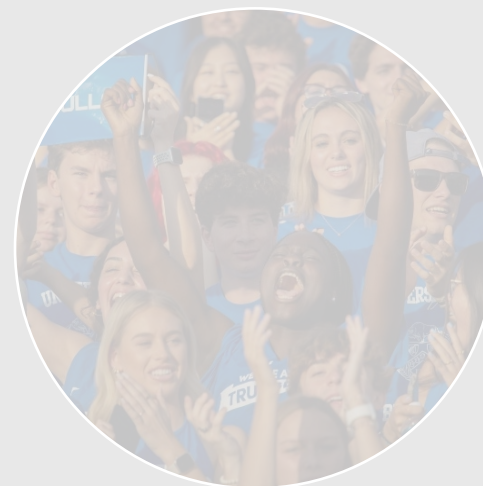
Investment Priorities to Advance Goals



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Student Success and Experience: Priorities

Driving Student Success

Improve:

- overall quality of incoming class
- first-year experience

Create:

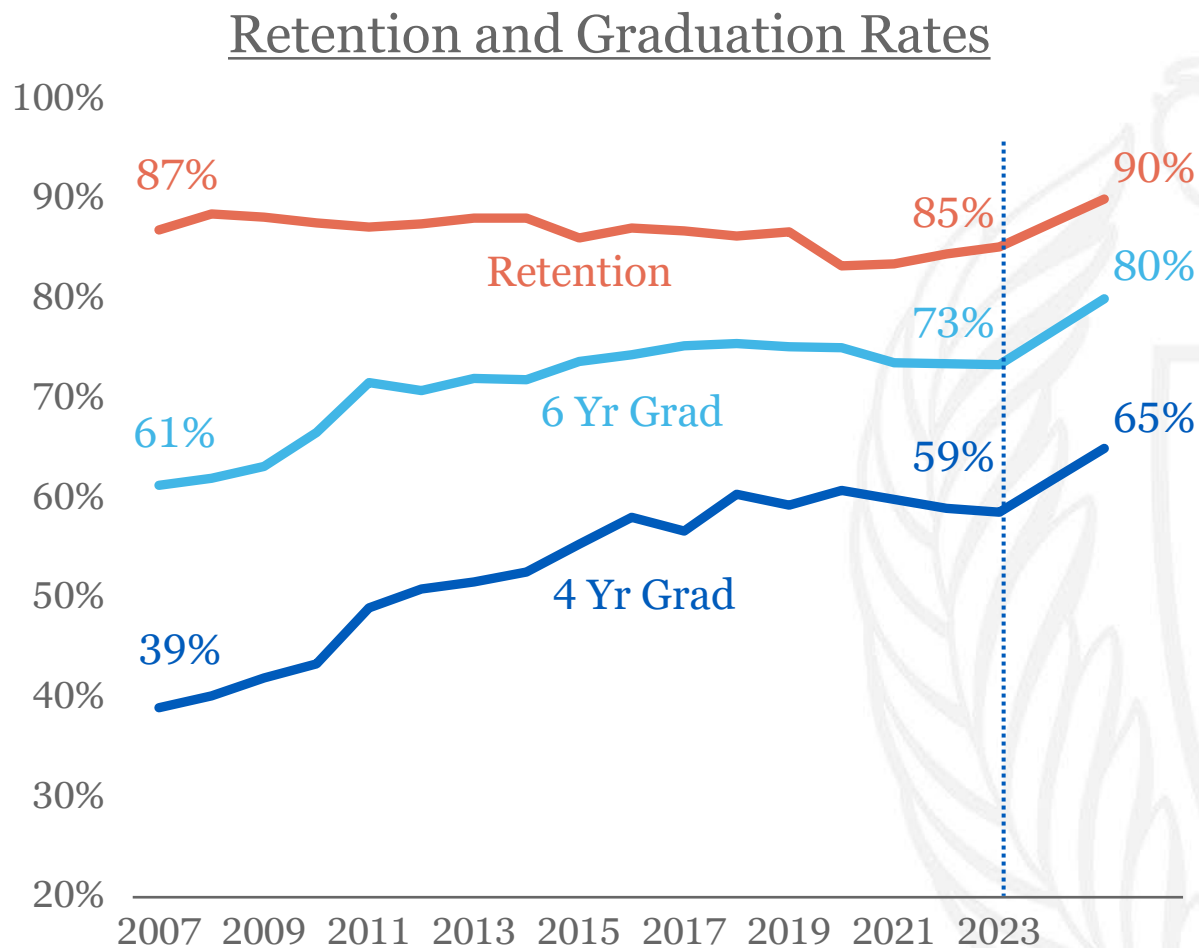
- deeper connections to academic units
- greater opportunities for experiential learning, externships, career placement
- stronger connections to the community

Outcome:

- Improved undergraduate retention



Undergraduate Retention and Degree Completion



Investment Priorities to Advance Goals



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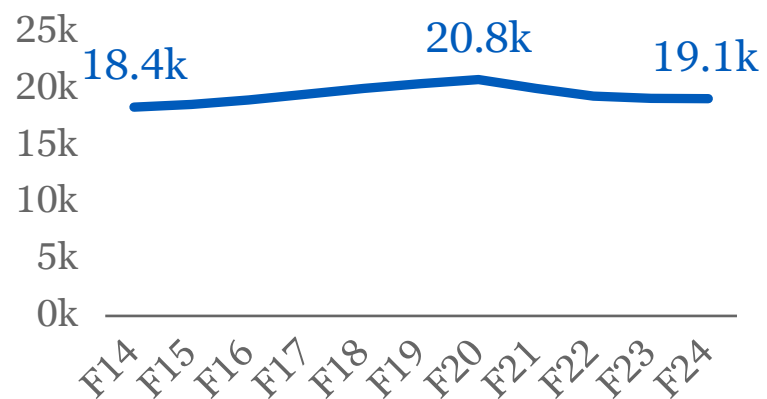


Enrollment

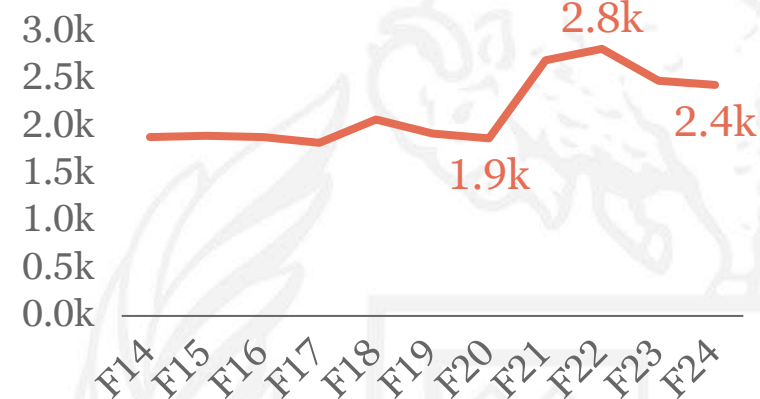
← Opportunity, Innovation, Equity, and Impact →

Enrollment Outlook

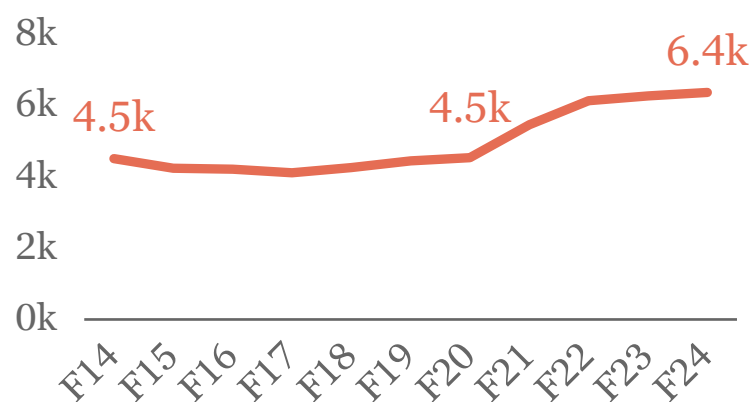
UG Enrollment



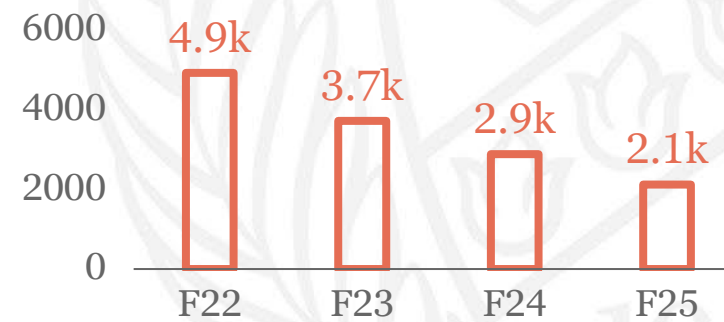
New Masters



Masters Enrollment



Masters Apps Point-in-Time (-37wks)





Enrollment Plan

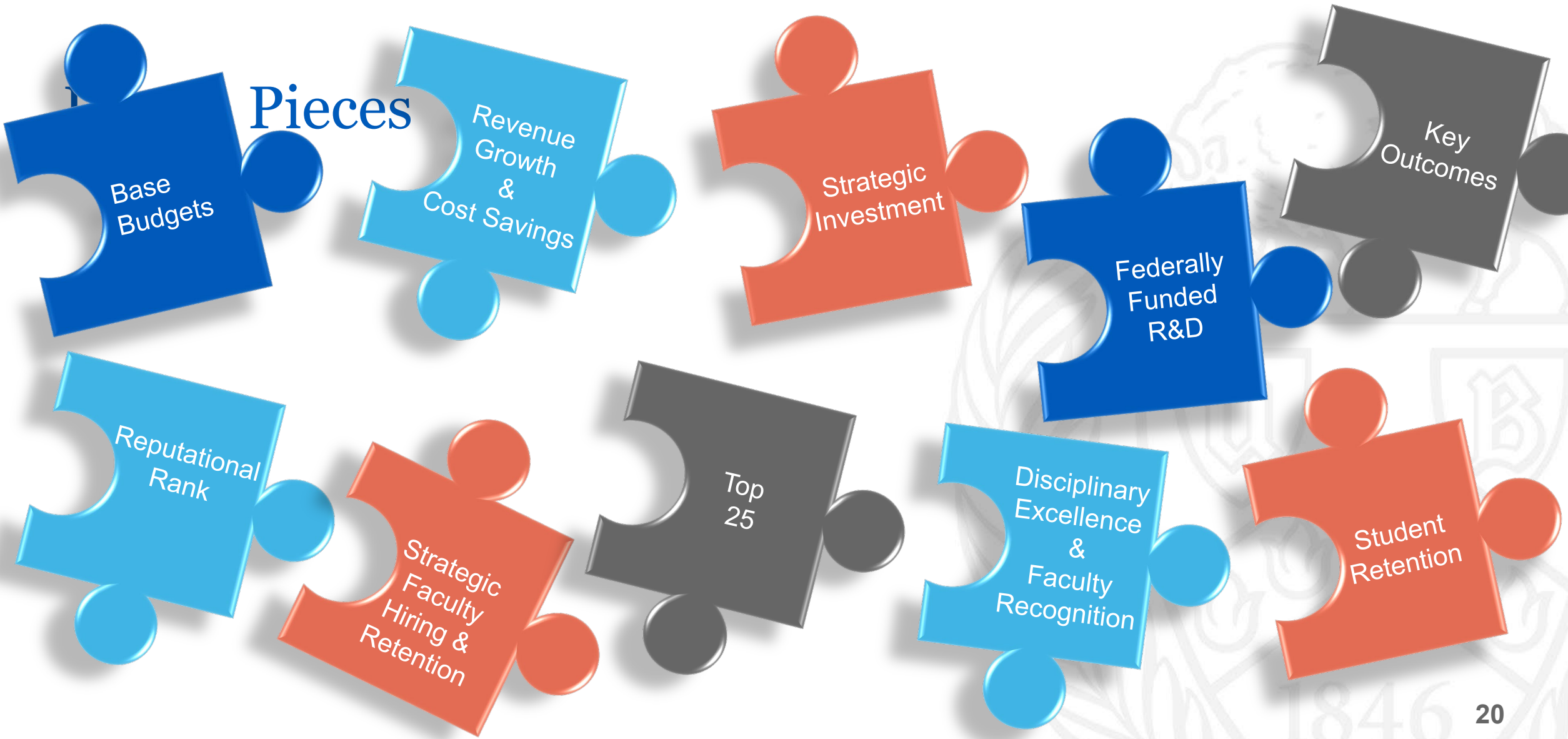
Undergraduate Target:
20,000

Graduate Target:
11,000+

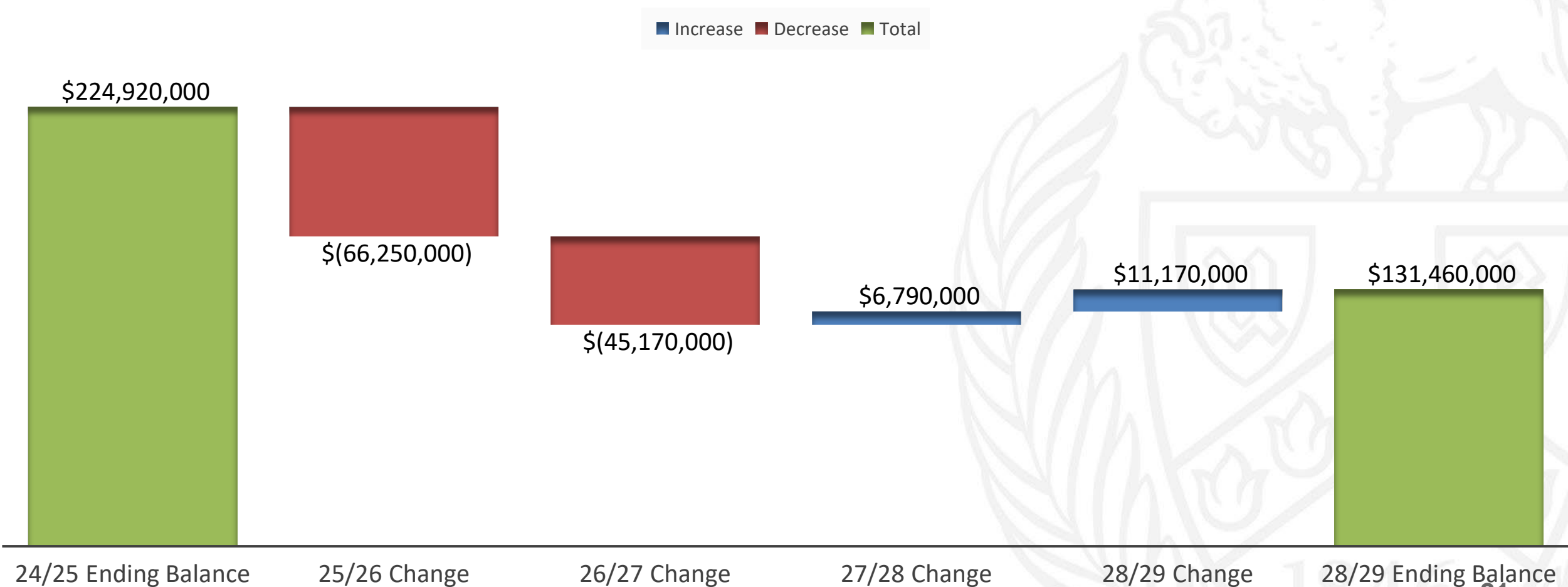
UB'S FINANCIAL CAPACITY



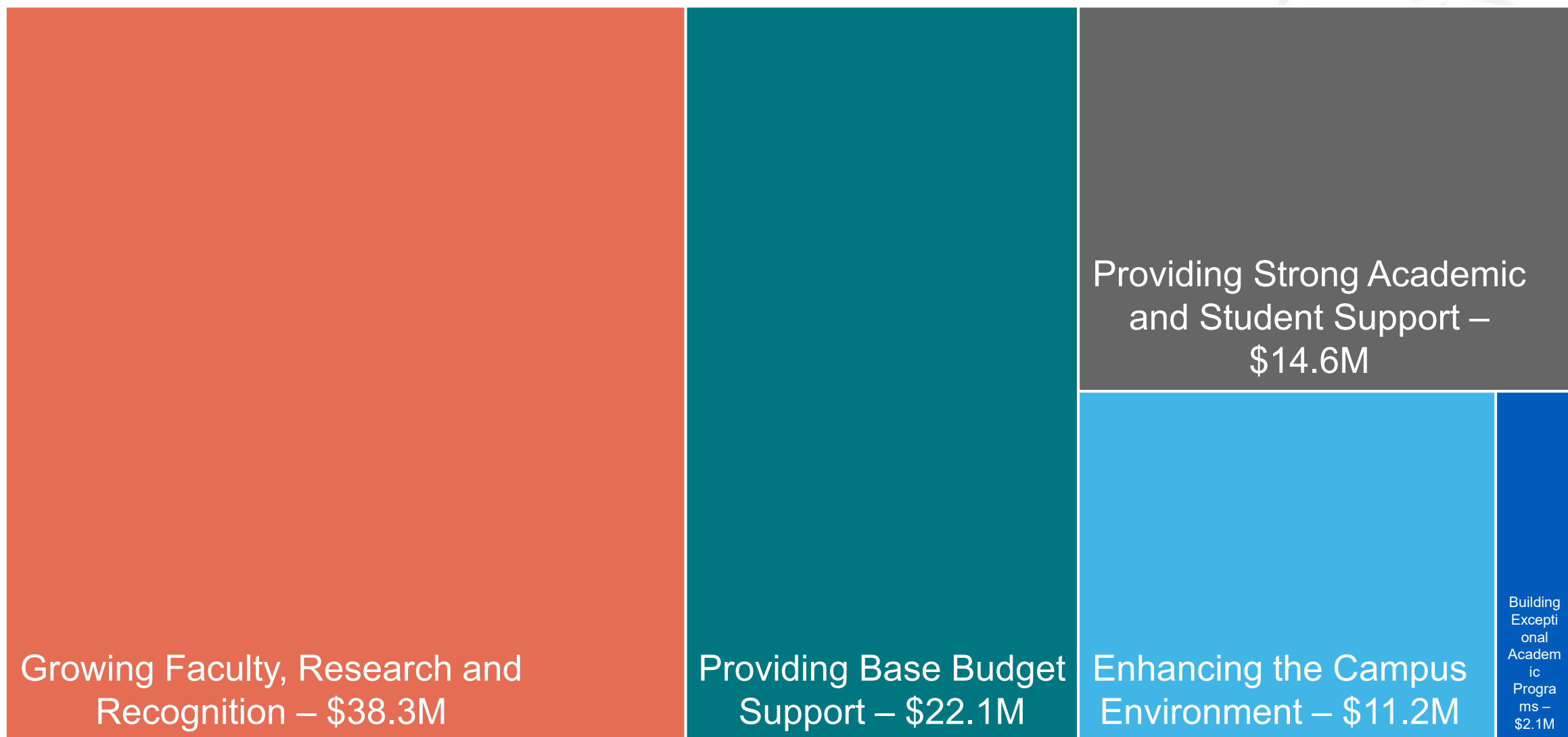
Pieces



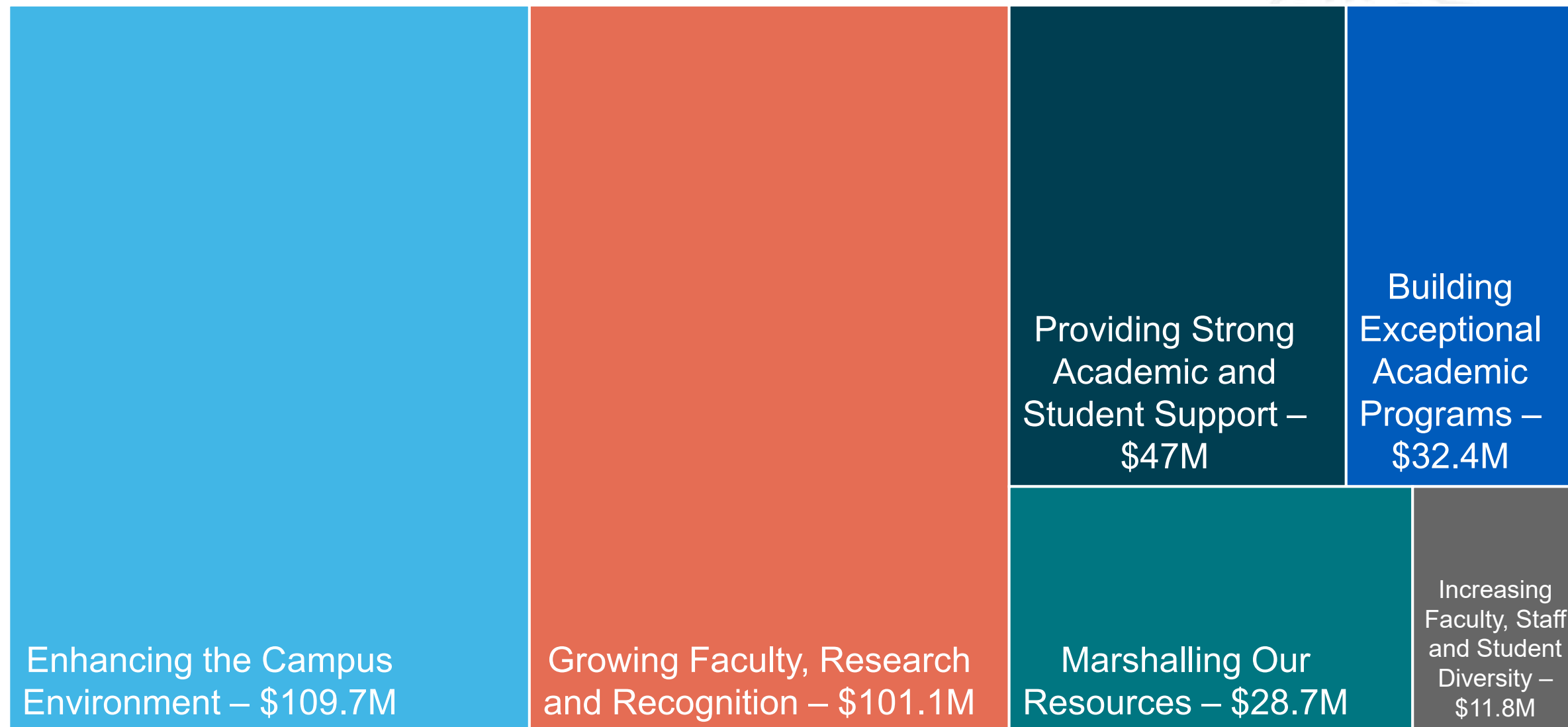
Multi Year Financial Plan (MYFP)



\$88.3M Recurring ARPP Investment 2022/23 – 2024/25



\$330.7M Non-Recurring ARPP Investment 2022/23 – 2024/25



Risk Management vs New Investment

- ❖ Enrollment Uncertainty
- ❖ Political Impact
- ❖ Operating costs increasing at higher rates
- ❖ Creating unrealistic expectation for new investment
 - ❖ \$40M of recurring previous investment still pending delivery
 - ❖ \$170M of non-recurring investment still pending delivery
- ❖ Space Constraints



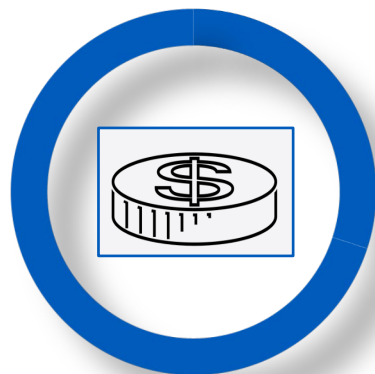
- ❖ Pushing to Top 25 Goals
- ❖ Continue momentum of Faculty/Disciplinary Excellence
- ❖ Improve student outcomes
- ❖ Further enhance research

Long-Term Financial Stability



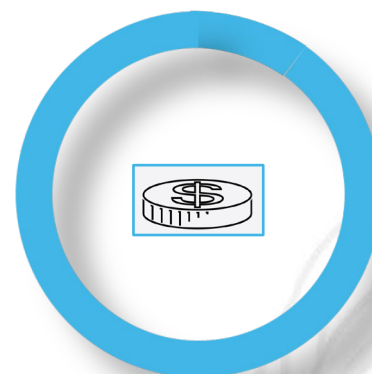
Current Year Cash Balance

Units' overall cash balances exceed **\$433M**



1st Decrease to Unit Balances in Years

Cash balances decreased by **over \$11M** Year over Year



Strategic Spend Down

IFR, SUTRA & UBF:
Intentional effort to spend down growing cash balances.
State Operating: Negotiated Salary Increases continue to compound with more competitive workforce market.

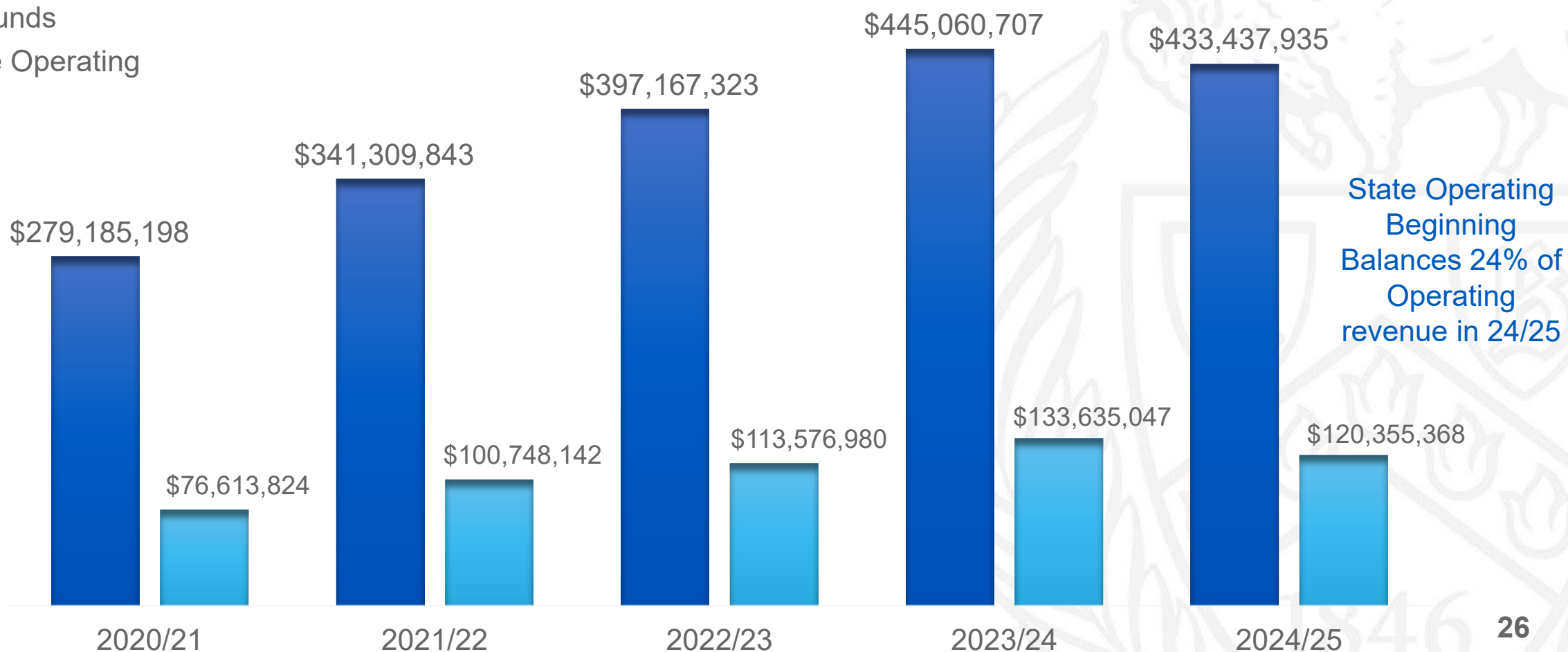


Financial Stability

Critical:
Continue to leverage our significant cash balances to help us achieve our goals while maintaining a sustainable long-term financial outlook.

Cumulative Unit Cash Balances

■ All Funds
■ State Operating



PLANNING GUIDANCE



Budget Model: Guiding Principles



UB Financial Planning Assumptions 2025/26

Area	Assumption
Enrollment	Undergraduate enrollment of 19k to 20k
Tuition and Fee Rates	Continue to be flat
Negotiated Salary Increases	Units should continue to plan to fund salary increases
Reserves	Identify the appropriate level of reserves needed across units and departments

Undergraduate Tuition Revenue Targets



Temporarily pause TRSA and negative base budget changes associated with undergraduate enrollment remains for current year (budget impact to 25/26 FY).



Units will continue to benefit from the budget model as normal for ***exceeding*** the undergraduate tuition revenue targets.



The Graduate/Professional model remains ***unchanged***.



We ***continue to evaluate*** the undergraduate enrollment landscape.

Recap: Investment Priorities to Advance Goals

- Our investment strategy will continue a strong focus on building excellent academic programs, improving the student experience and academic success, and making UB a preferred student destination
- Each decision will be viewed through the lens of opportunity, innovation, equity and impact



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Discussion Followed by UPlan Demo