

CONTINUING OUR MOMENTUM

Annual Resource Planning Process
Kick-Off

November 3, 2025





Building on UB's Mission and Vision of Excellence

Building on our academic and research excellence, UB will continue to 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:

- Flexible Capital Funding
- Critical Maintenance Funding

Research that aligns with NYS
priorities and opportunities (e.g., AI
and healthcare, education; emerging
technologies)

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

Policy Reforms: statutory and
regulatory relief to create a measure of
operational flexibility

Flagship Investments from NYS Last Year

Recurring Investments

- ✓ \$16.8M of additional unrestricted state operating support

- ✓ \$5M for the Department of AI and Society

Capital Investments

- ✓ \$50M for the Center for Biofabrication and Imaging

- ✓ \$17M for the Nursing Simulation Center

New York State Budget **Outlook**

Fiscal challenges from federal actions and economic headwinds impact the state both *directly and indirectly*.

Budget request for next state fiscal year *should not exceed* the current year's enacted budget, excluding one-time investment requests.

The state will prioritize aligning out-year spending growth with available resources to *minimize* potential reductions.

State agencies charged to *review rules and regulations* that burden individuals, business & non-profits and propose repeal or reform for those which are outdated or obsolete.

UNIVERSITY PRIORITIES



Summary of Investments by UB Over Past 5 Cycles

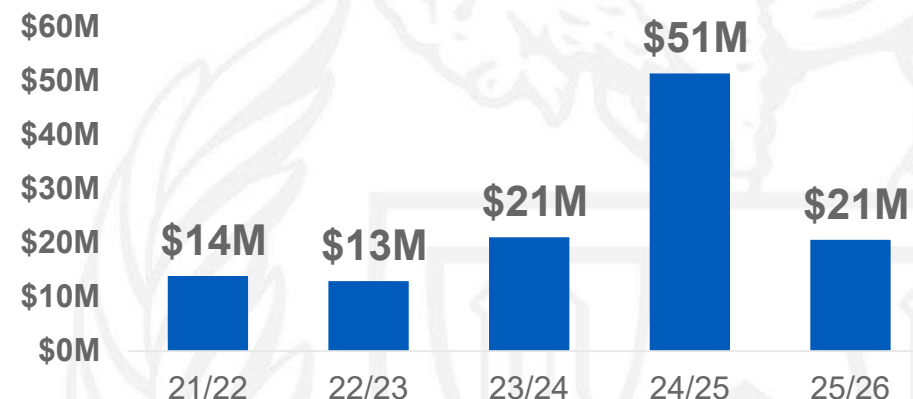
5-YEAR TOTAL

\$119M Recurring

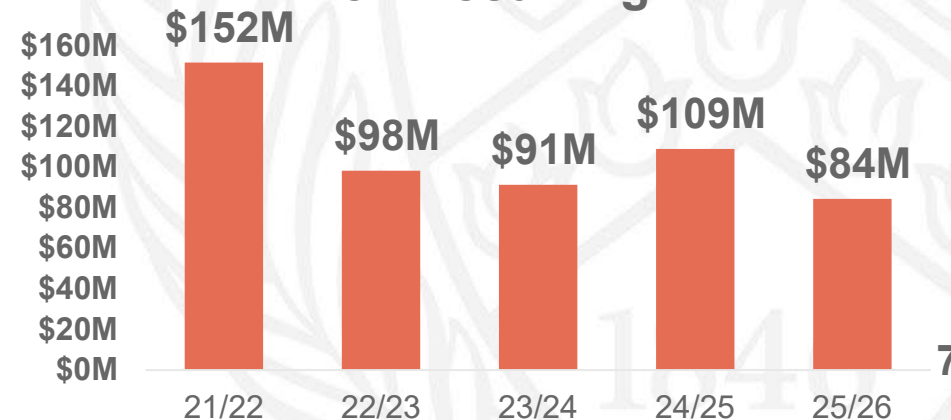
\$534M Non-Recurring

ANNUAL INVESTMENTS

Recurring



Non-Recurring





Investment Priorities 2026-27

- Five years of significant new investments
- Anticipate no new operating investment from NYS
- Priorities for 2026-27:
 - Limited one-time strategic investments with high ROI
 - Stabilize finances across the university
 - Compliance

Investment Priorities to Advance Goals

- Investments made will continue a strong focus on academic excellence, improving the student experience and academic success, and making UB a preferred student destination
- Units should consider requesting one-time investments with high impact and financial ROI



**Disciplinary
Excellence**



**Student Success
and Experience**



Enrollment

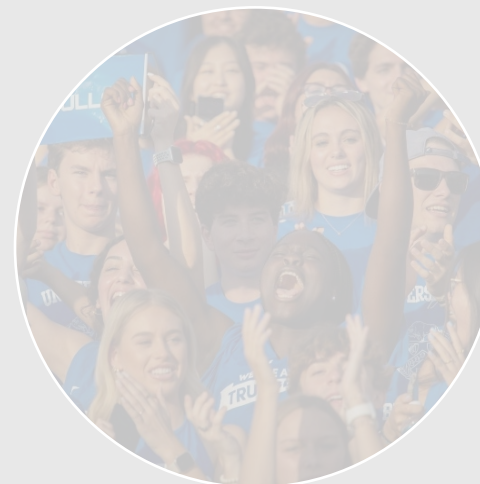
Investment Priorities to Advance Goal



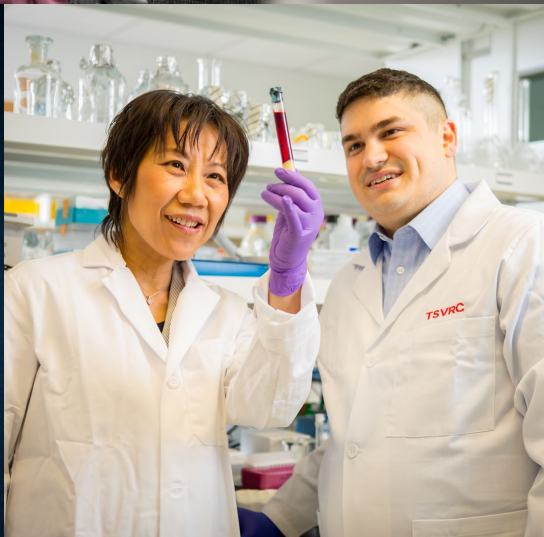
**Disciplinary
Excellence**



Student Success
and Experience



Enrollment



Disciplinary Excellence

Research and reputation growth

- Research enhancement with AI
- Fostering successful industrial/corporate/foundation partnerships for funding
- New centers/institutes in national priority areas
- Specialized equipment

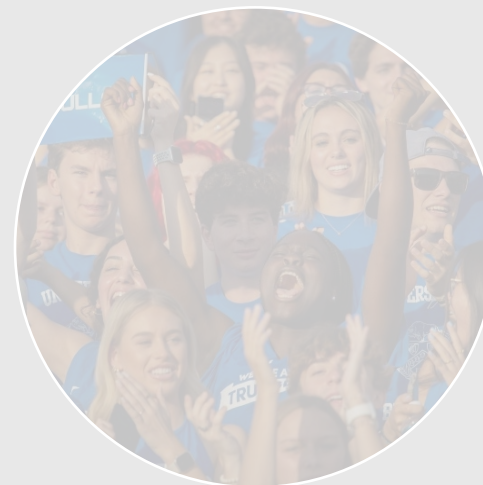
Investment Priority to Advance Goals



Disciplinary
Excellence

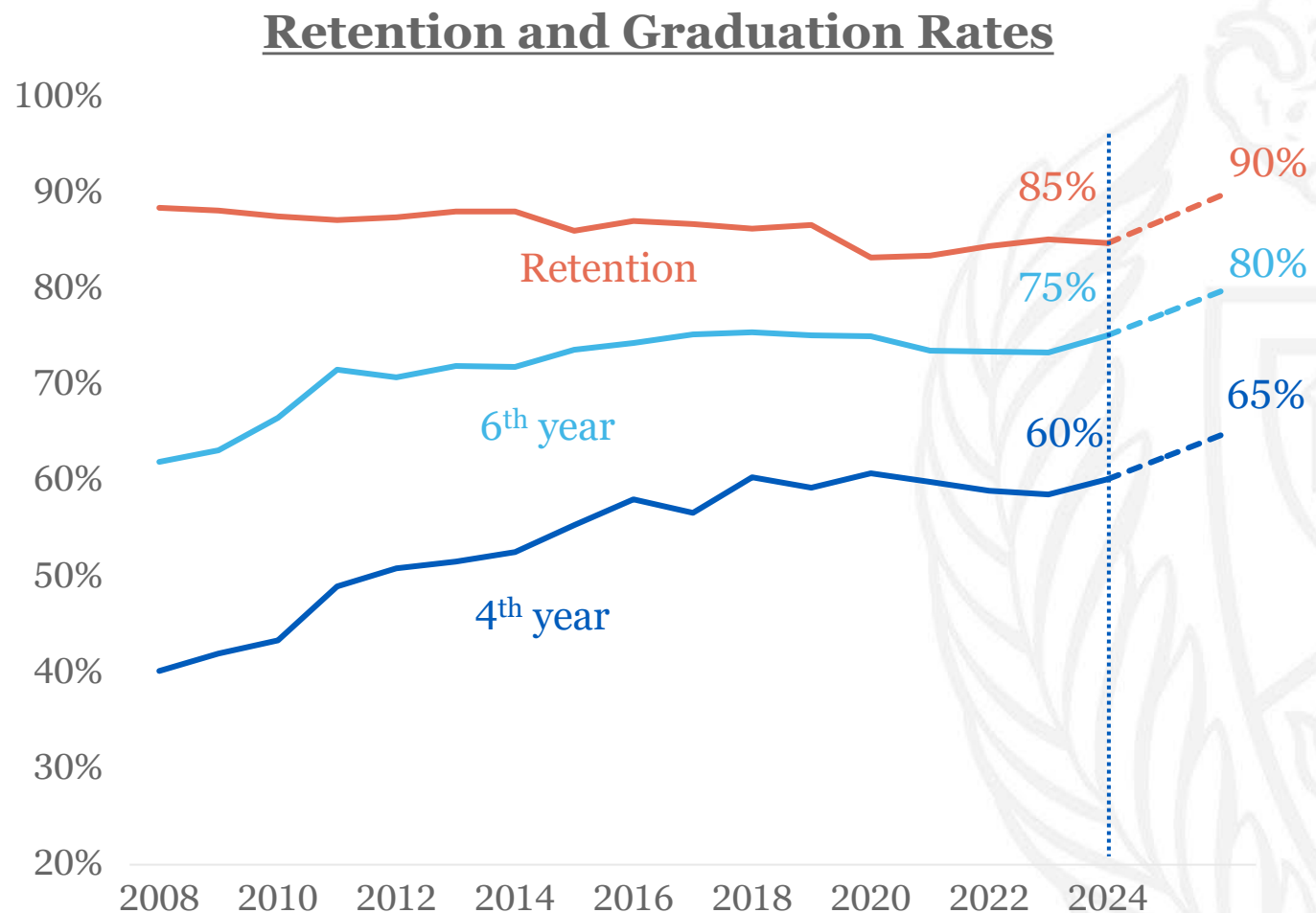


Student Success
and Experience



Enrollment

Undergraduate Retention and Degree Completion



Student Success and Experience

Goals

- First-year undergraduate experience
- First-year retention:
 - **86%** for fall 2026 cohort
 - **90%** long-term goal

Investment Opportunities (one time)

- AI innovation in student success and experience
- Deeper connections to academic units
- Greater opportunities for experiential learning, externships, career placement
- Stronger connections to the community



Investment Priorities to Advance Goals.



Disciplinary
Excellence



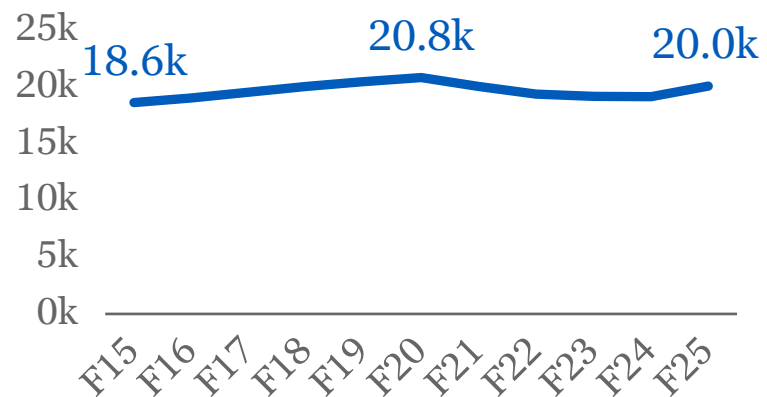
Student Success
and Experience



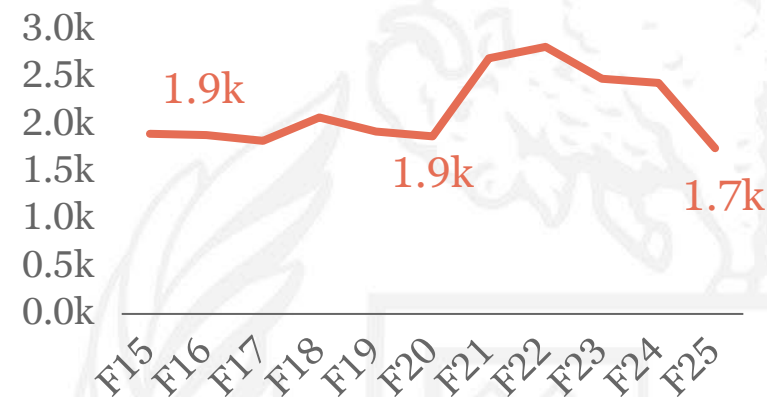
Enrollment

Enrollment Outlook

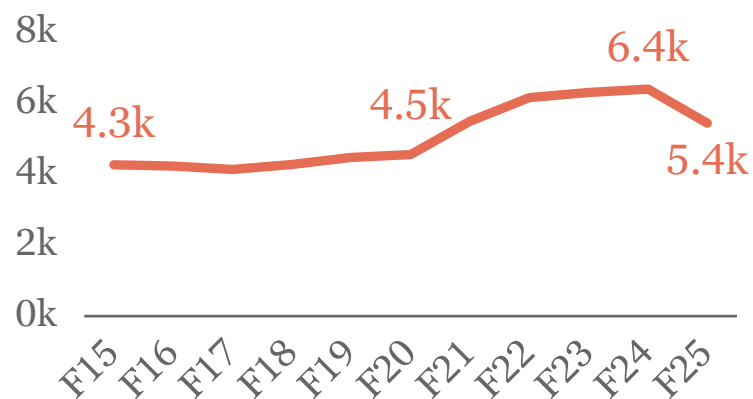
UG Enrollment



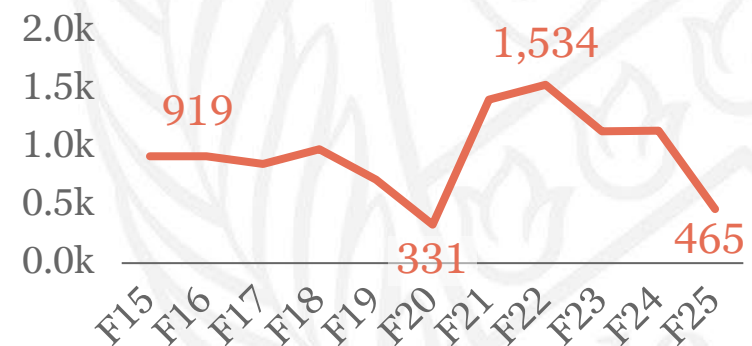
New Masters



Masters Enrollment



New International Masters





Enrollment Plan

Undergraduate Target:

21,000

Graduate Target:

10,000

Student Enrollment

Goals

- First time **5250**
- Transfer **1500**
- Master's **1800**
- PhD **250**
- Professional **660**

Investment Opportunities (one time)

- Recruitment of undergraduates
- Recruitment of full-time master's students
- Partnerships between central and units
- AI innovation in enrollment operations



UB'S FINANCIAL CAPACITY



**Key
Outcomes**

**Disciplinary
Excellence
&
Faculty
Recognition**

**Revenue
Growth &
Cost
Savings**

**Student
Retention**

**Strategic
Investment**

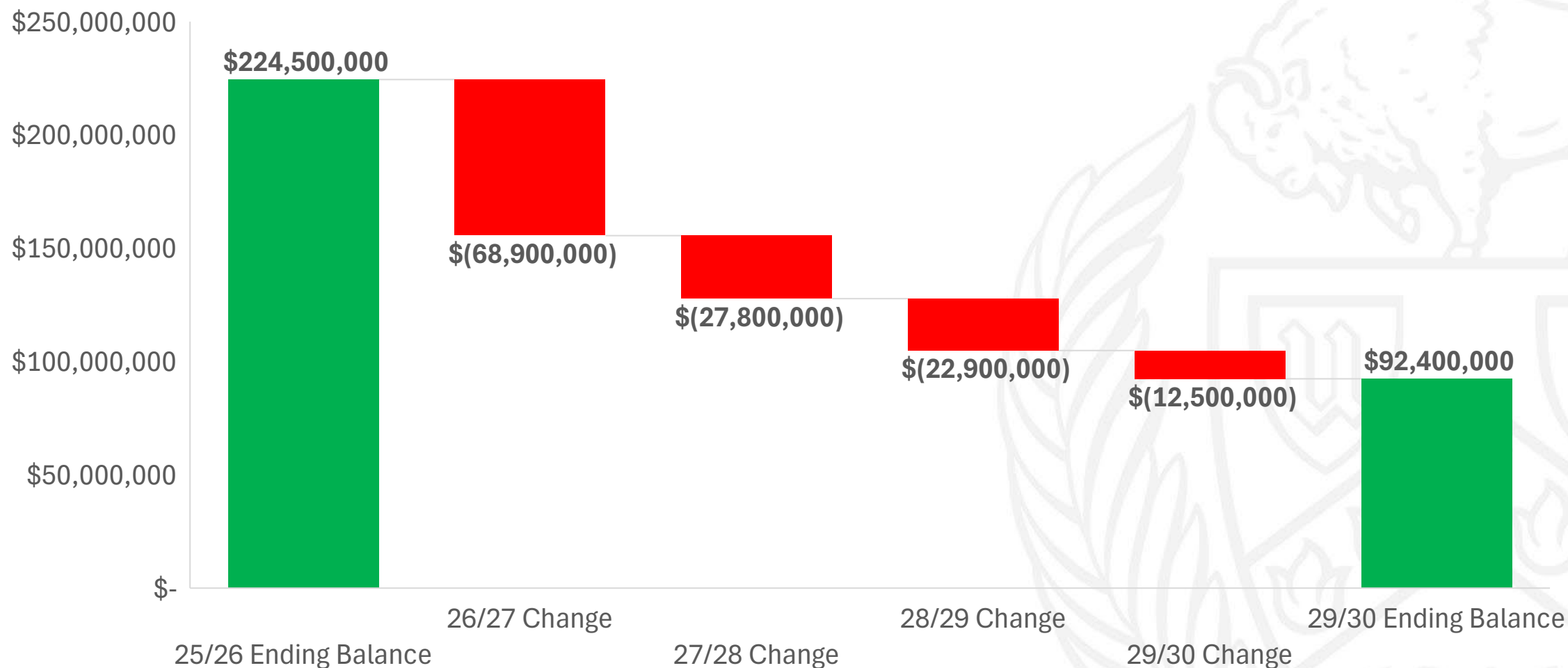
**Reputational
Rank**

**Federally
Funded R&D**

**Top
25**

**Strategic
Faculty
Hiring &
Retention**

Multi Year Financial Plan



Undelivered Investments

Funding

to units is still available
through existing commitments

- ❖ **28%** of approved investments still pending delivery from pre 2025/26 ARPP cycles
- ❖ **\$27.8M** of recurring commitments undelivered
- ❖ **\$127.3M** of non-recurring commitments undelivered

Current Year Cash Balance



Units' overall cash balances exceed **\$356M to begin 25/26**

1st Decrease of University Wide Total Cash Balances Since before 2015



Cash balances decreased by **over \$90M** year over year

Strategic Spend Down



IFR, SUTRA & UBF: **Intentional effort** to spend down growing cash balances in units and all funds centrally.

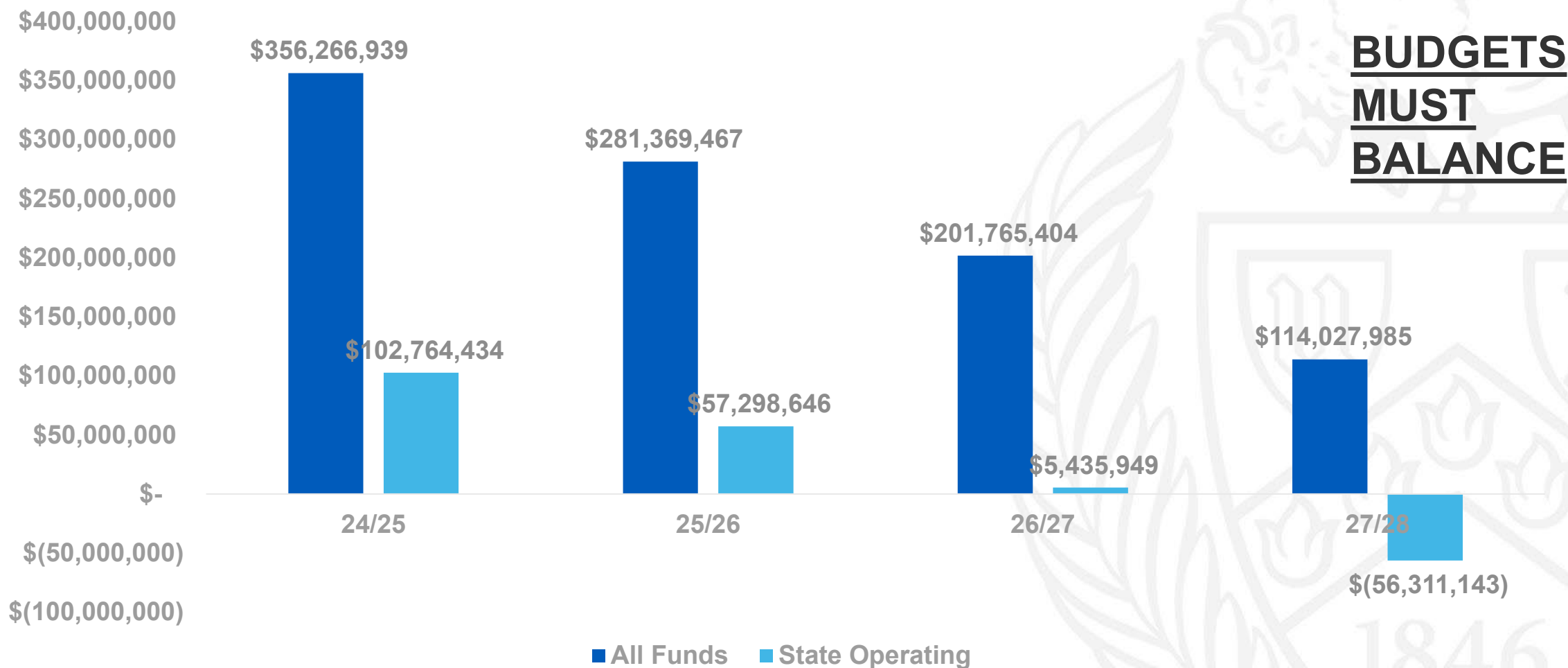
Financial Stability



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

Critical

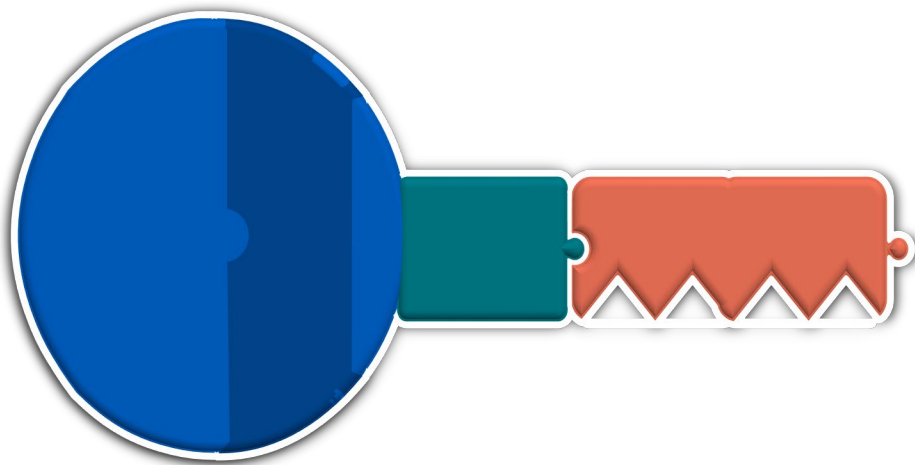
Cumulative Unit Cash Balances



VP/Decanal Unit UPlan Submissions

| | |
|----------|---|
| 5 of 21 | Units in <u>All Funds deficit</u> by 2027/28 |
| 13 of 21 | Units with <u>at least one fund source in deficit</u> by 2027/28 |
| 11 of 21 | Units <u>in deficit or below all funds reserve target</u> by 2027/28 |
| 16 of 21 | Units <u>in deficit or below reserve target in at least 1 funding source</u> by 2027/28 |

Key Considerations for Budget Alignment



Optimize
Instructional
Capacity

Practice
Strategic Hiring
and Position
Management

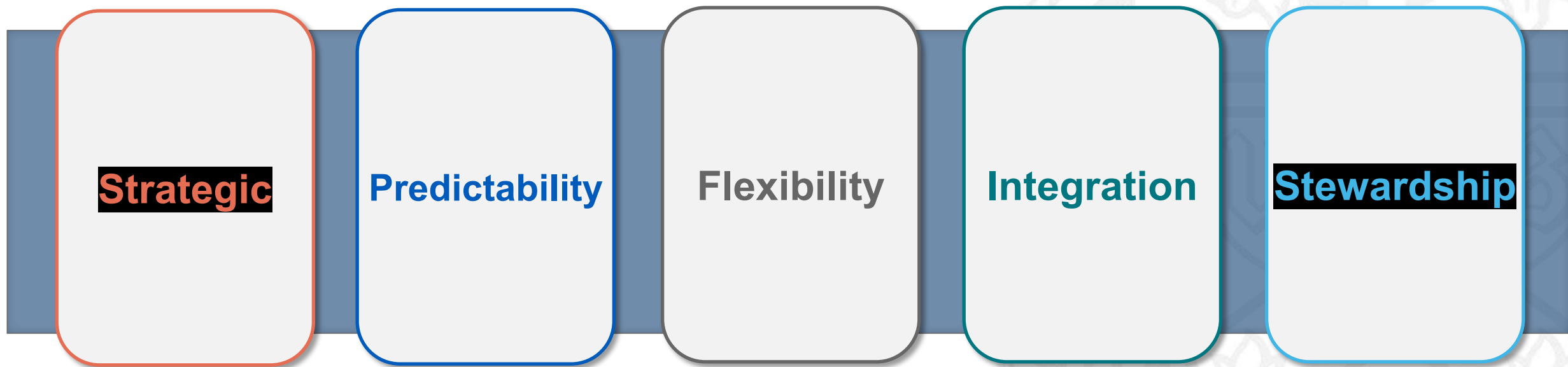
Leverage
Technology for
Efficiency
and
Innovation

Modernize
and
Streamline
Business
Processes

PLANNING GUIDANCE



Budget Model: Guiding Principles



UB Financial Planning Assumptions 2026/27

| Area | Assumption |
|-----------------------------|--|
| Enrollment | Undergraduate enrollment to 21k, international masters continues to decrease |
| Tuition and Fees | Rates continue to be flat; UG tuition revenue target pause has ended |
| Negotiated Salary Increases | Units should continue to plan to fund salary increases |
| Balance Budgets | Units must maintain a balanced budget across each major funding source |

Discussion

