

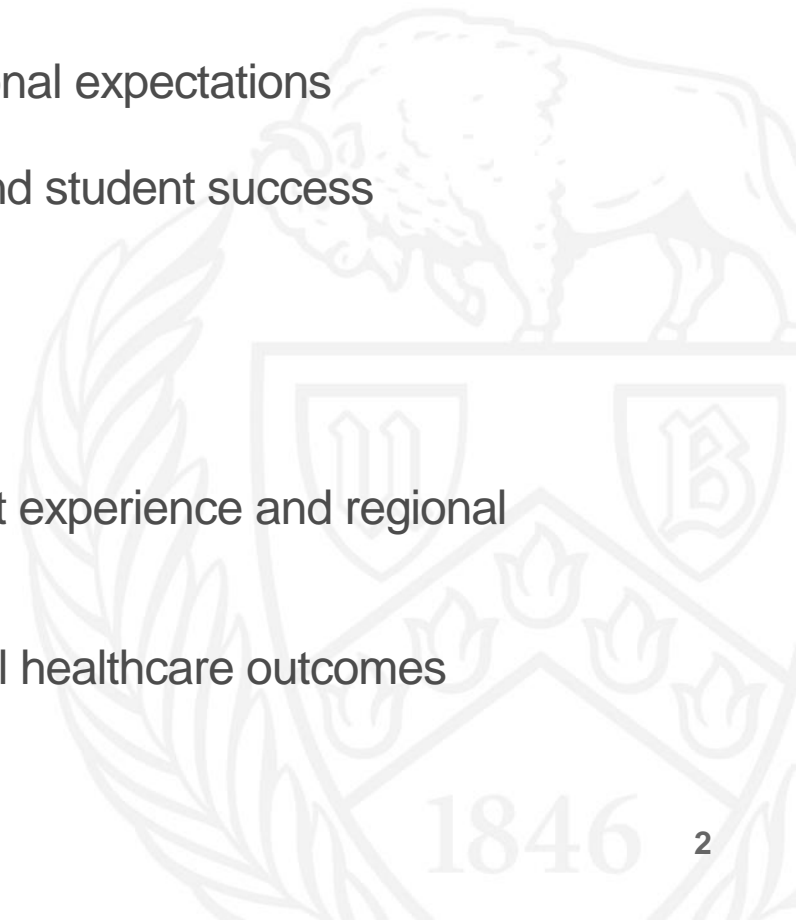
STRATEGIC OVERVIEW: UB'S ANNUAL RESOURCE PLANNING PROCESS 2018-19

Faculty Senate Executive Committee
September 12, 2018



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 – CBLIS, 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

- Higher education policy & impact
- Outdated technology challenges
- Space concerns
 - Space needs for students, faculty & staff (including parking)
 - Declining infrastructure & outdated research spaces

REPUTATIONAL

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

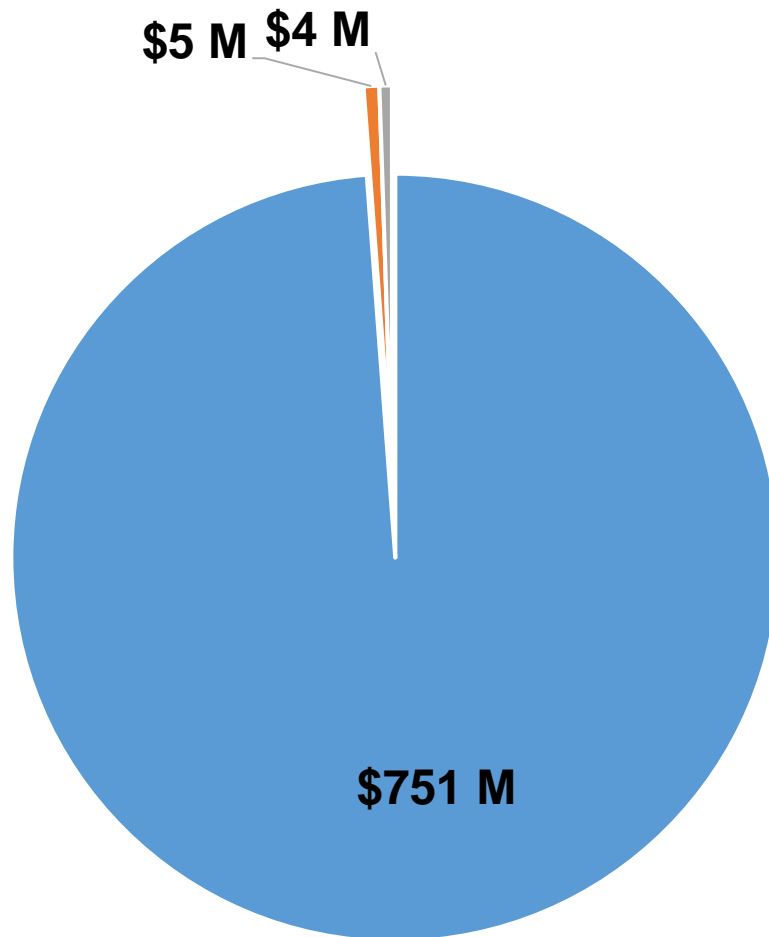
TOTAL UNIVERSITY OPERATING BUDGET 2018-19

INVESTMENT DECISIONS 2018-21



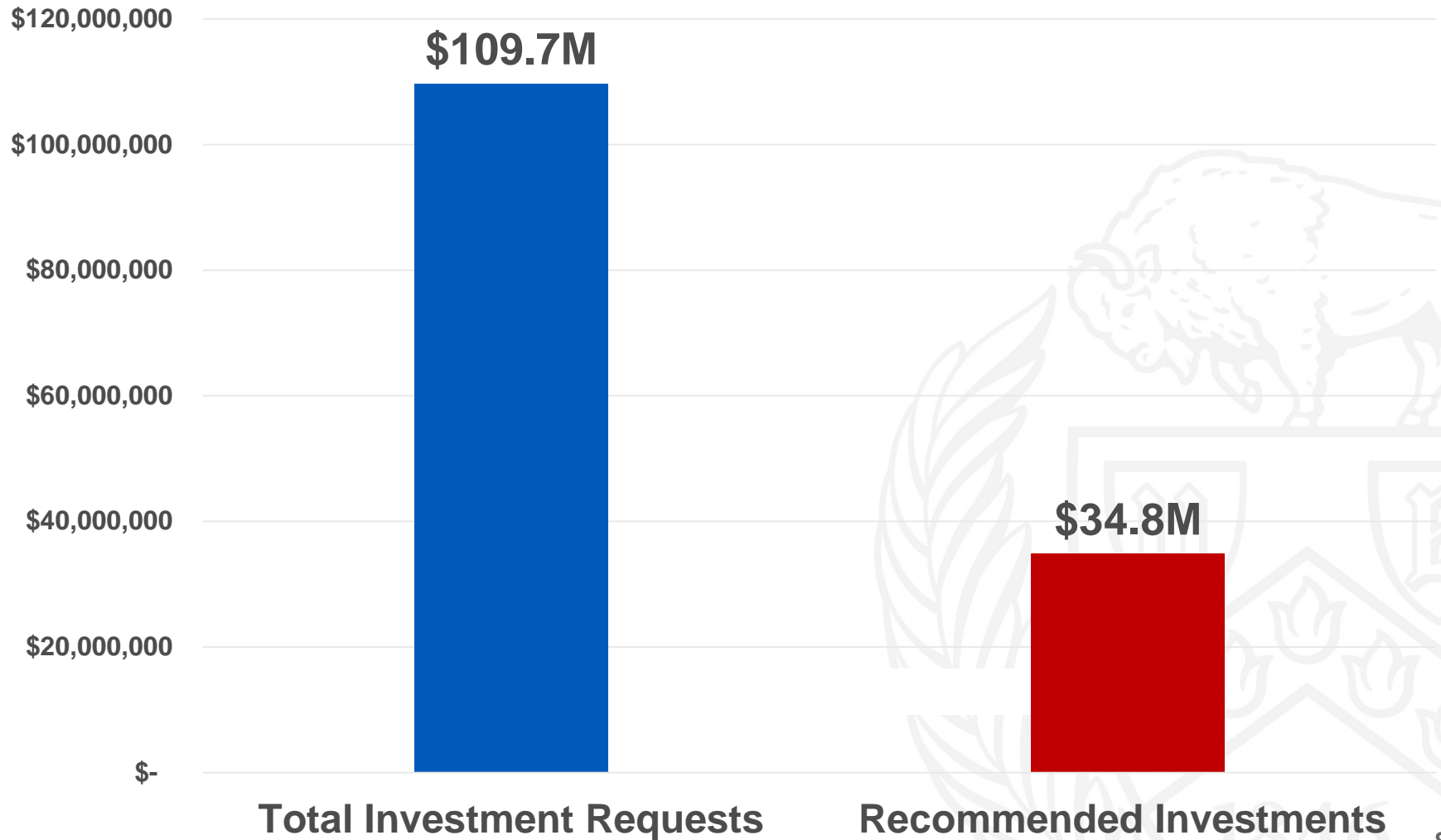
Total University Operating Budget 2018-19

All Funds **\$760M**

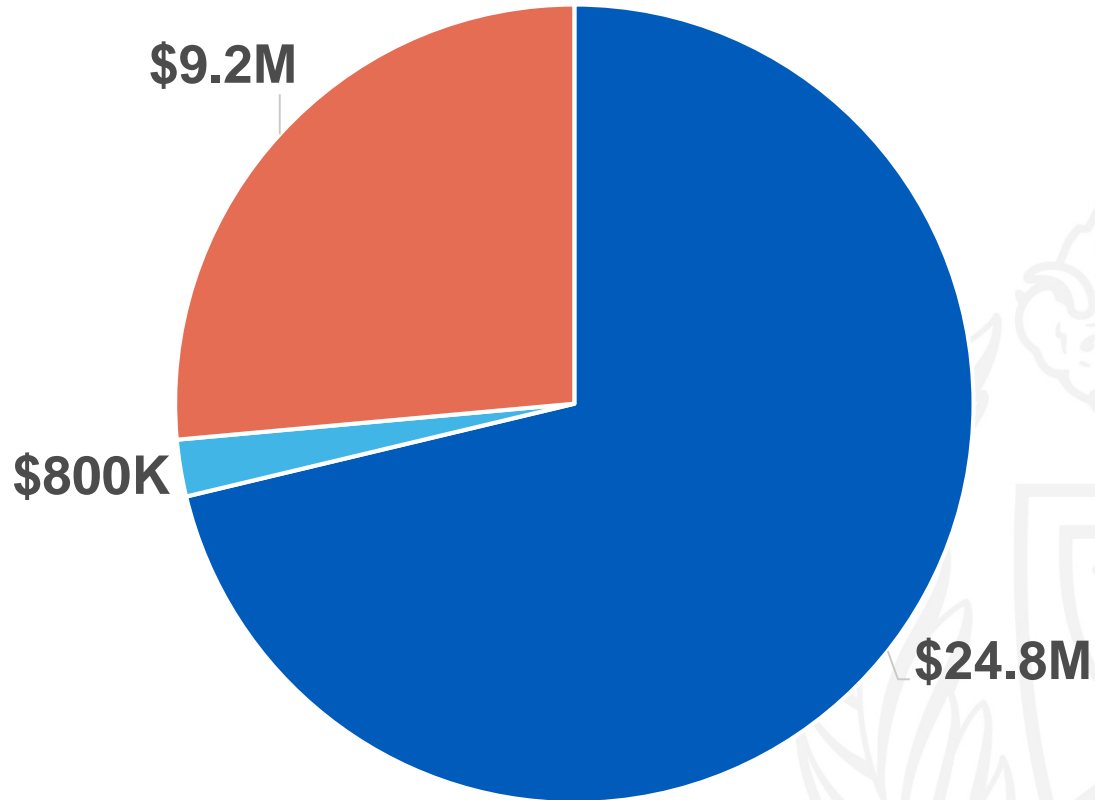


- Allocated Operating Budget - \$751M
- Projected Enrollment Growth - \$5M
- Projected Tuition Rate Increases and Academic Excellence and Success (ACES) Fee - \$4M

Operating Investment Requests and Decisions (2018-21)



Operating Investment Decisions (2018-21) Total \$34.8M



■ Academic Units ■ Academic Support Units ■ University Wide

Note: Enrollment Growth Agreements are \$8.3M of the academic investment decisions

Total University Capital Budget (\$ in M)

	2017	2018	2019*	2020*	2021*
CM - Restricted to Existing Facilities	\$17.7	\$41.4	\$17.7	\$17.7	\$17.7
Allocation to Campus – Not Restricted	\$11.5	-	-	-	-
High Priority CM Lump Target**	\$16.2	\$14.0	\$37.7	\$37.7	\$37.7
Total Potential	\$45.4	\$55.4	\$55.4	\$55.4	\$55.4

* 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**

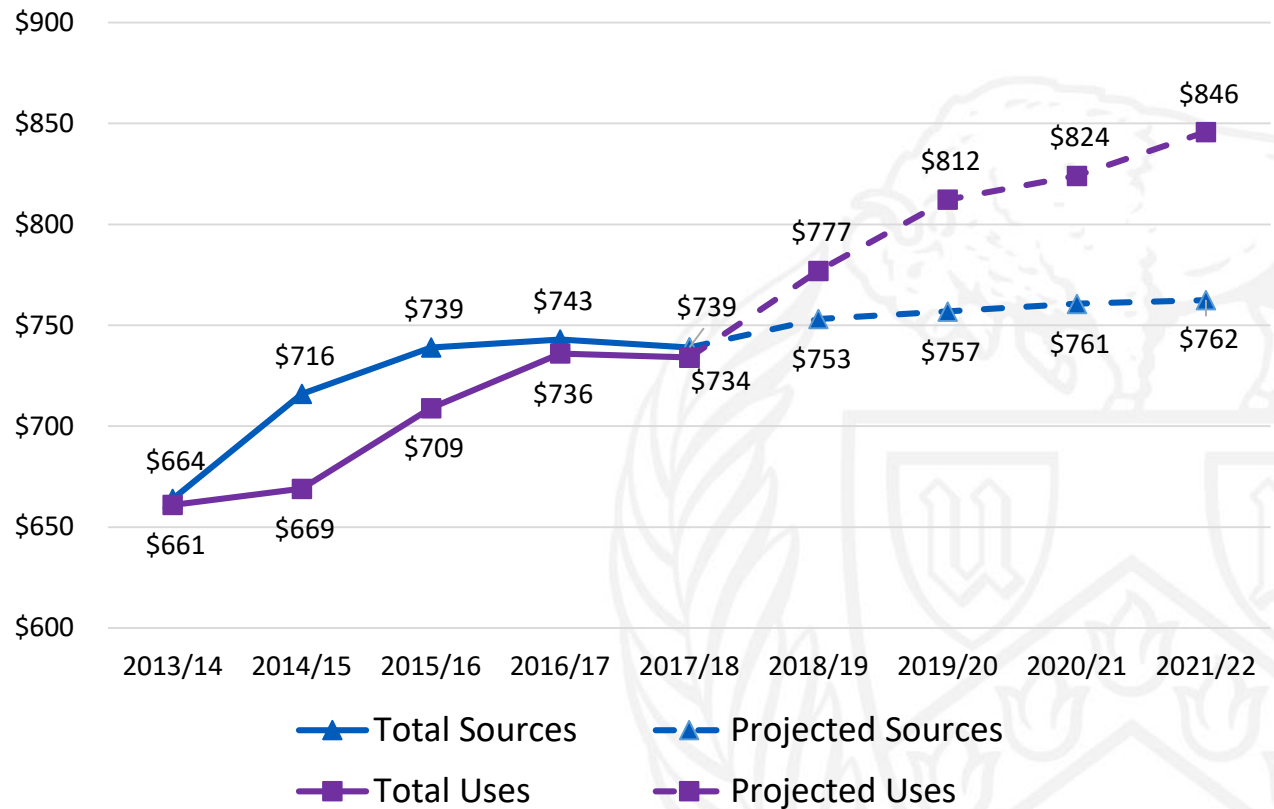


Financial Capacity

Operating Sources and Uses 2013-22 (\$ in M)

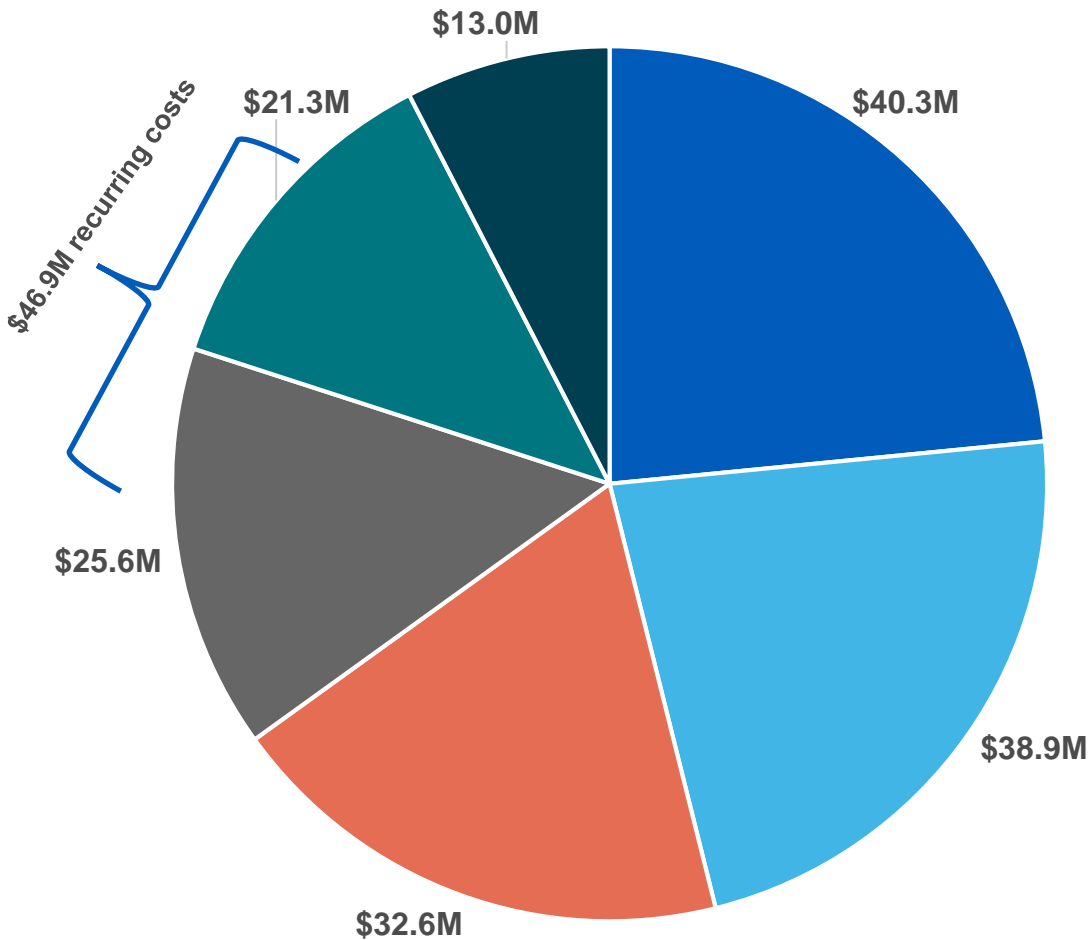
With the exception of small enrollment growth, sources are flat.

Operating expenses, especially salaries due to projected negotiated salary increases, continue to rise.



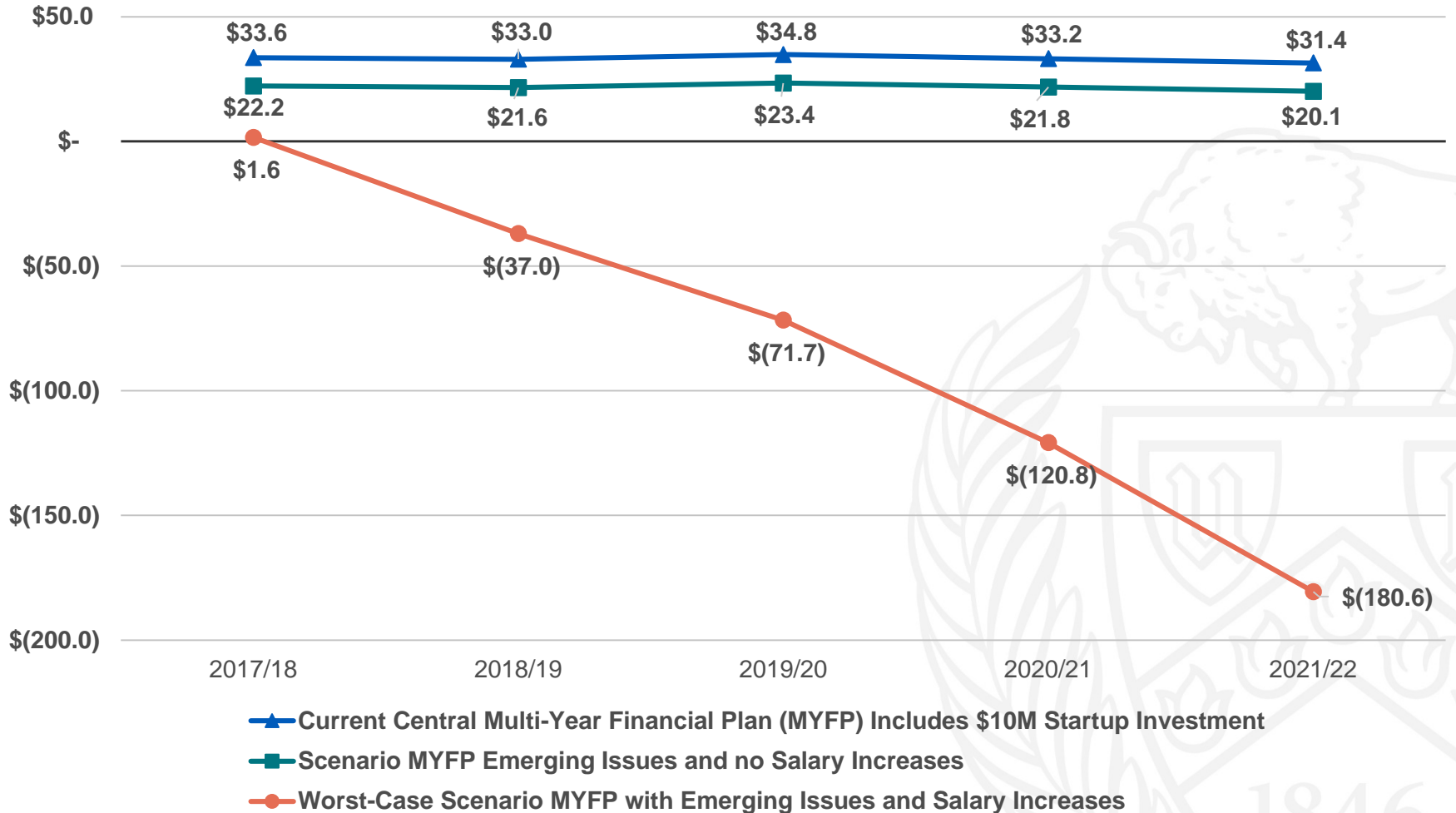
Unit Reported Carry Forward Usage 2017-21

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

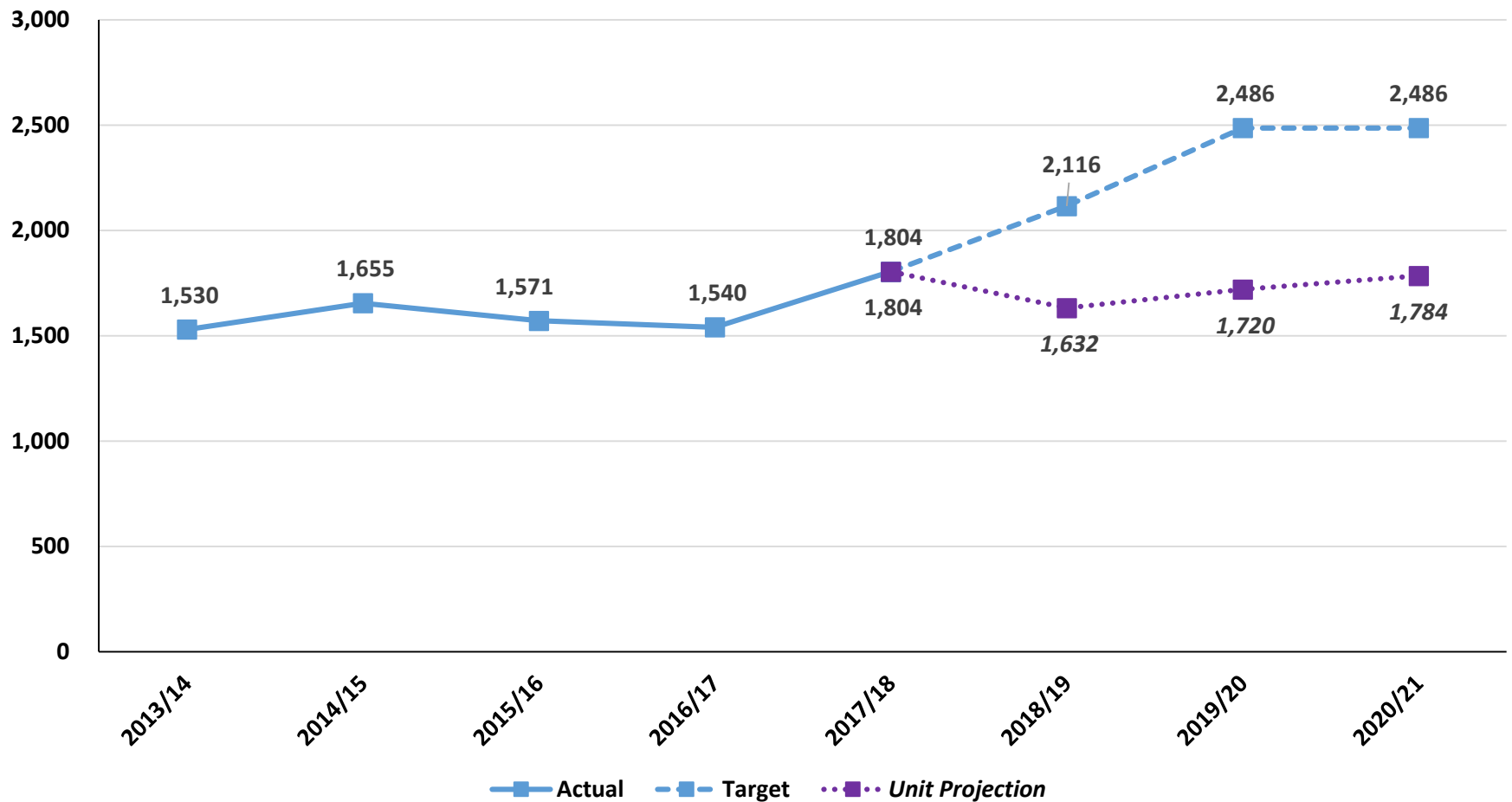


Enhance/Innovate Academic Programs

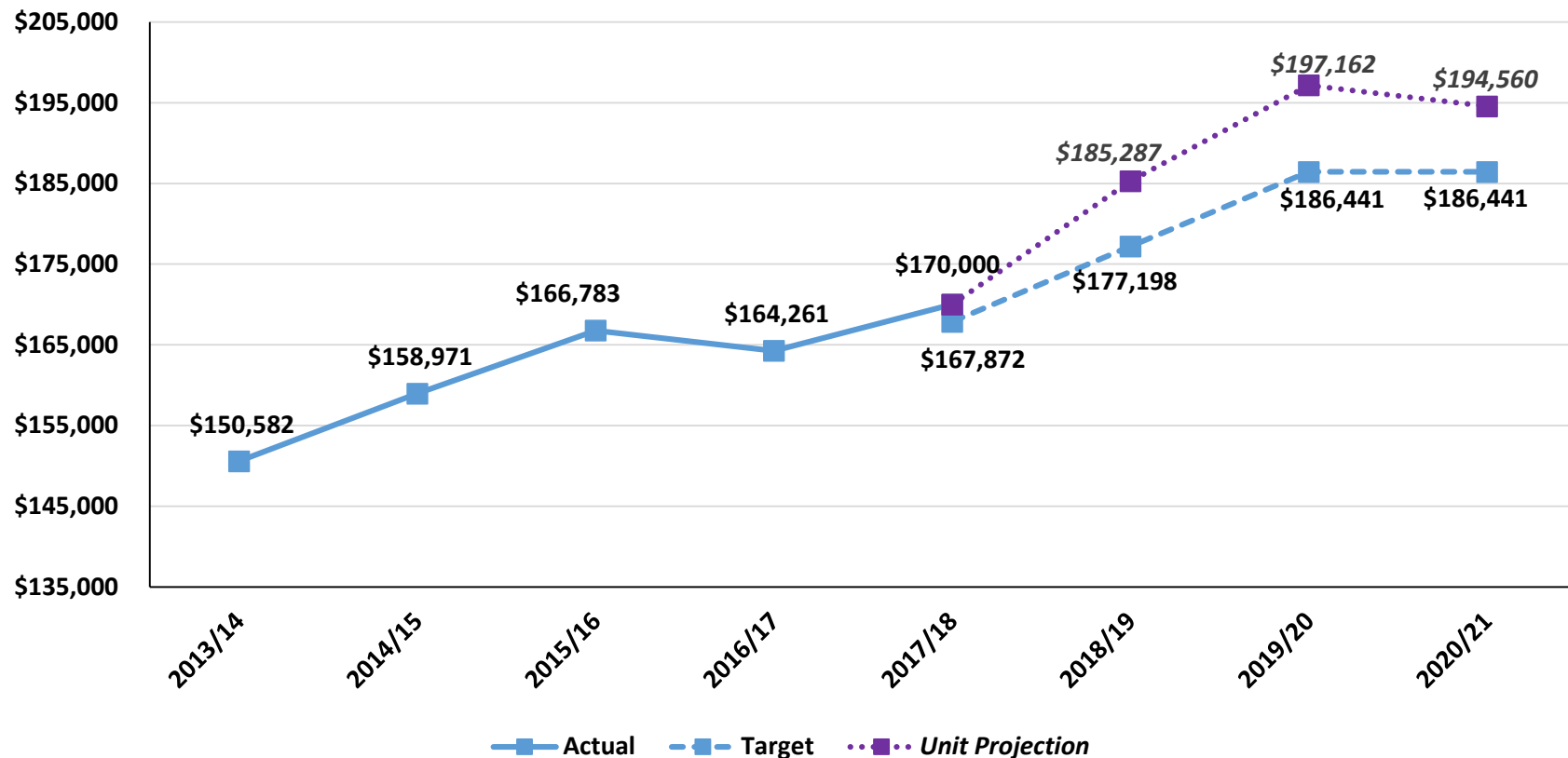
- Grow master's and professional degree programs
- Increase dual degree programs
- Online programs
- Alternative credentialing
- New interdisciplinary programs
- Assess existing programs to explore ways of making more effective/efficient
- Increase number of transfer students
- Institutional Support:
 - **Center for Educational Innovation**
 - **Educational Collaborations and Educational Entrepreneurship** groups
 - **SUNY Performance Investment Fund**



Research Proposals 2013 – 2021



Research Expenditures (\$ in K) 2013– 2021



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:

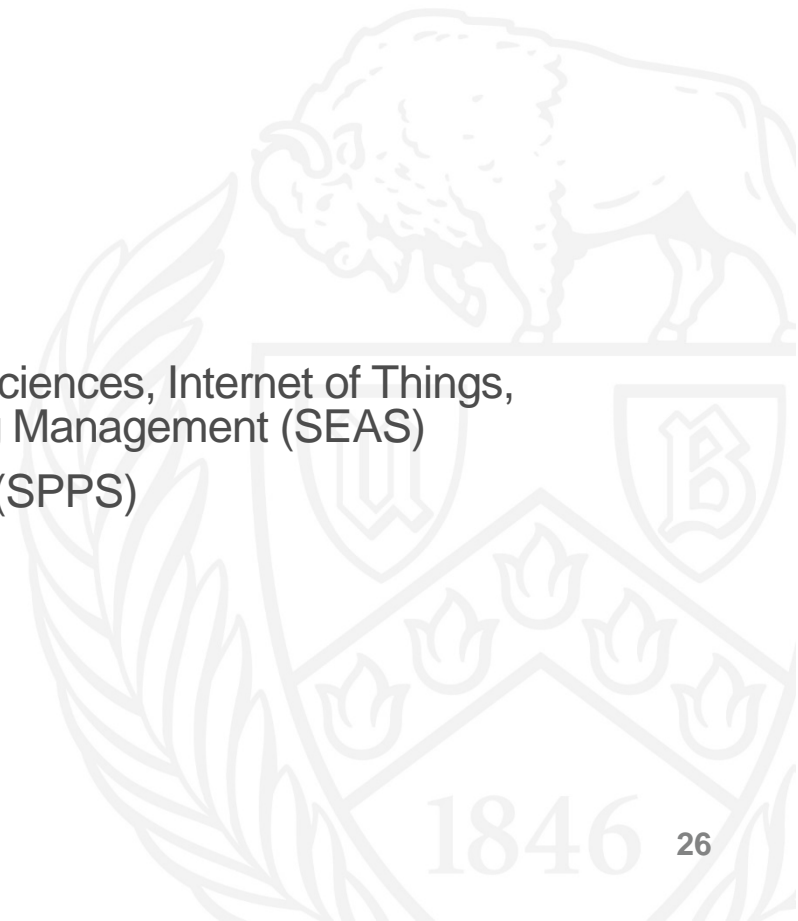
- Neuroscience (JSMBS, CAS)
- Statistics, Public Health, Athletic Training (SPHHP)
- Law (Law, CAS)
- Information and Technology Management (SOM)

GRADUATE:

- EdD in Learning and Instruction (GSE)
- DSW in Social Welfare (SSW)
- MS in Engineering Sciences with tracks 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