

From: [UB Provost](#)
To: [Benedict, Jason](#); [Bennett, Sean](#); [Bisson, Mary](#); [Dauber, Kenneth](#); [David Love](#); [David Mattson](#); [De Jong, Jurriaan](#); [Detty, Michael](#); [Doloresco, Fred](#); [Fabry, Donna](#); [Farkas, Michael](#); [Glick, Philip](#); [Hatton, Michael](#); [Jim Holstun](#); [Jungquist, Carla](#); [Kost, Kathleen](#); [Lazar, Stuart](#); [Lewandowski, Joseph](#); [Licata, Domenic](#); [Mccluskey, Martha](#); [Powell, Lewis](#); [Rabin, Richard](#); [Sanders, George](#); [Shucard, David](#); [Swihart, Mark](#); [Udin, Susan](#); [Vardi, Liana](#); [Yang, Lynne](#)
Cc: [Allen, Lindsay](#); [Meagley, Traci](#); [Hubbard, Laura](#); [Horsmon, Deborah](#)
Subject: Discussion of May 3, 2019
Date: Wednesday, May 8, 2019 8:57:27 AM
Attachments: [Criteria for Funding Priorities_05-03-2019.pdf](#)

Members of the Budget Priorities Committee:

On Friday, May 3, we met and presented the attached as a basis for a conversation with members of your committee.

Thank you to those of you who participated in what we found to be a thoughtful and production discussion regarding university goals, campus requests for operating investments, priorities of the Faculty Senate and criteria to prioritize investments requests.

We discussed how we assess return on investments made and outcomes of those investments as well as how best to express the positive multiplier effect often created by central investments. The concept of central funds that are distributed to units as “venture funds” in the sense that they are seed funds for new ideas and programs is particularly interesting as we balance our desire to sustain strength in current programs against investments designed to push the university forward in new and emerging areas.

We appreciate the time and effort you spent discussing these concepts. Your input is very useful and timely as investment decisions for 2019-20 are finalized.

We look forward to future collaborations with members of the Budget Priorities Committee.

Sincerely,

Chip
Charles F. Zukoski
Provost and Executive Vice President for Academic Affairs

Laura
Laura E. Hubbard
Vice President for Finance and Administration

CRITERIA FOR FUNDING PRIORITIES

Budget Priorities Committee

May 3, 2019

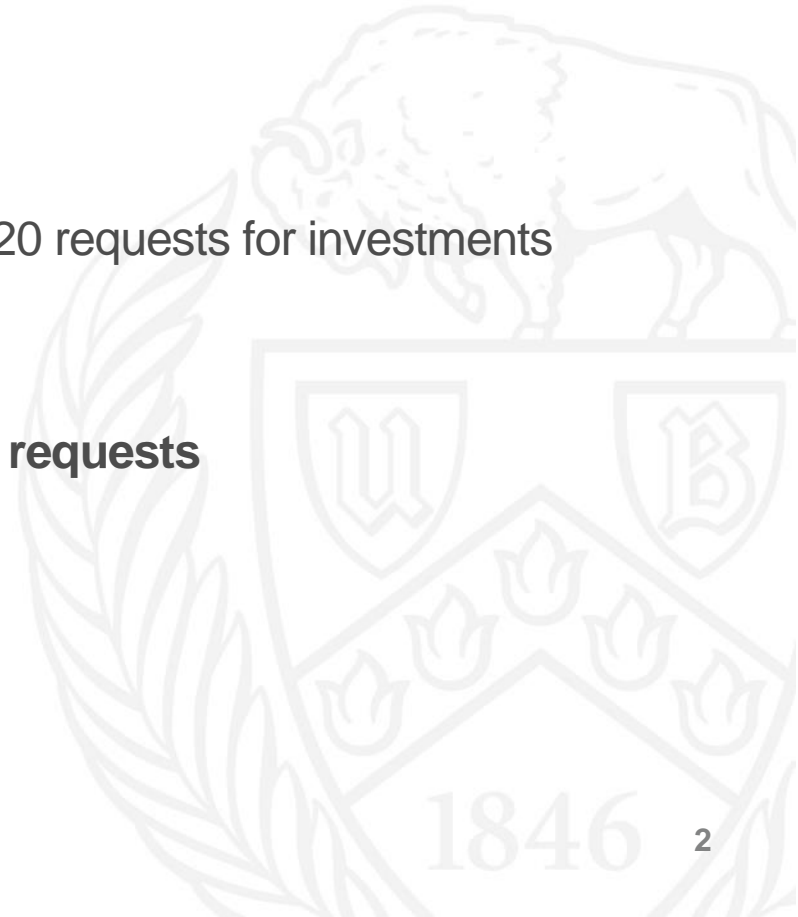
 **University at Buffalo** The State University of New York



For today

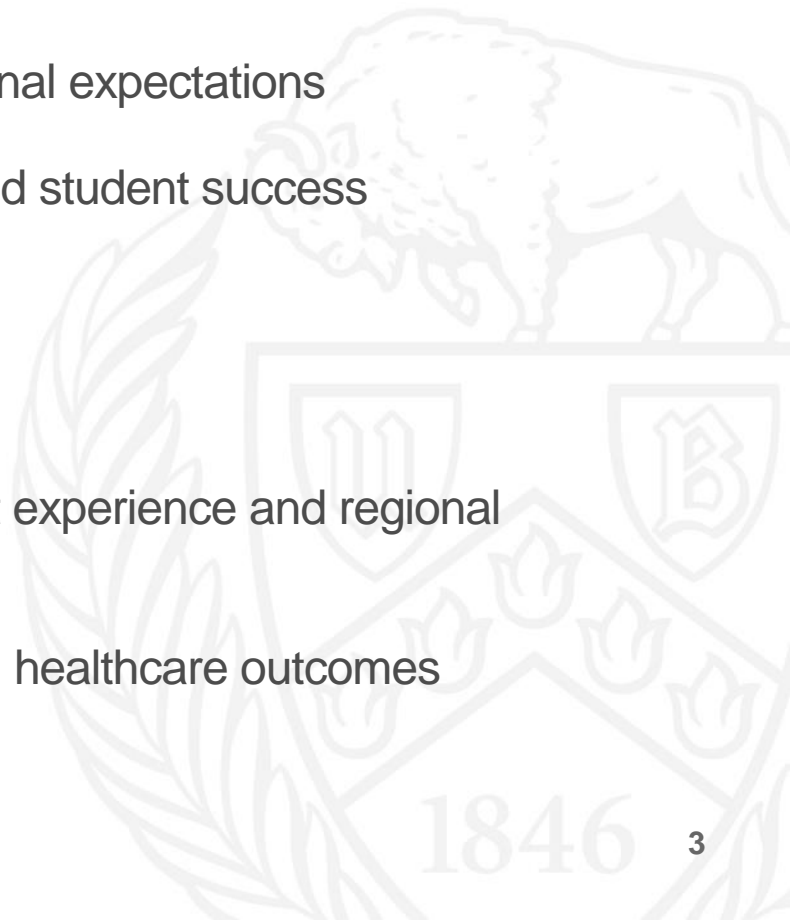
Goal: Budget Priorities Committee provides advice on criteria for prioritizing investment requests

- University goals and principles for budget
- Academic and academic support units' 2019-20 requests for investments
- Review of Faculty Senate stated priorities
- **Discuss criteria for prioritizing investment requests**

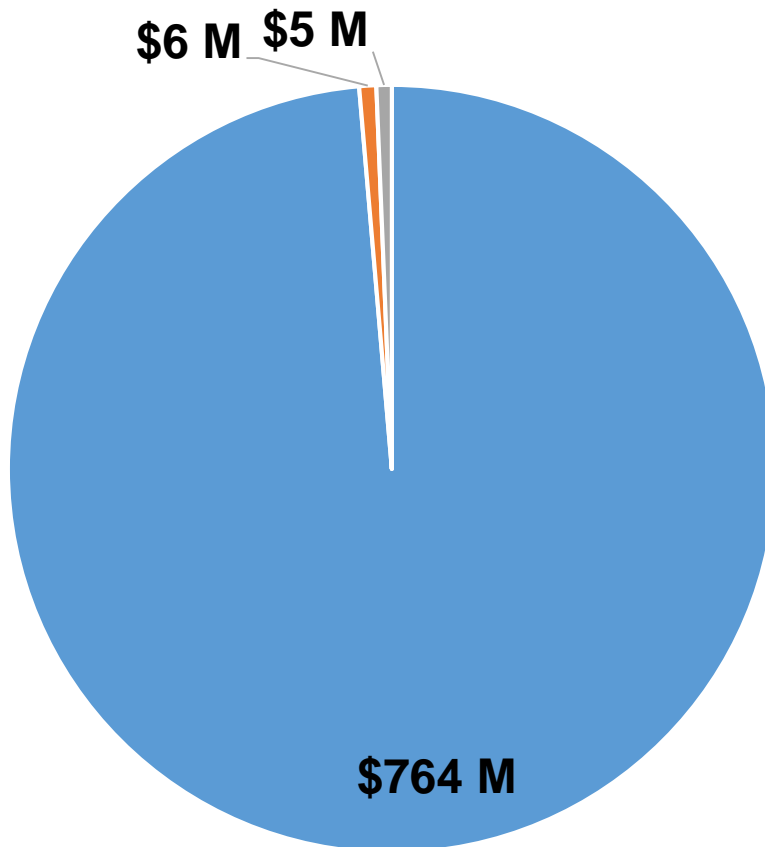


University Strategic Goals

- 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



Total University Operating Budget 2019-20 All Funds **\$775M**



- Allocated Operating Budget - \$764M
- Projected Enrollment Growth - \$6M
- Projected Tuition Rate Increases and ACES - \$5M

Budget Model: Guiding Principles

STRATEGIC

- We align incentives with our mission and with strategic behaviors

PREDICTABILITY

- We build models that provide reliable foundations for planning

FLEXIBILITY

- We build planning models that anticipate and are responsive to changes in the economic environment; we incorporate appropriate risk management strategies

INTEGRATION

- We consider the university as a whole and make intentional connections between varying types of organizational needs and priorities

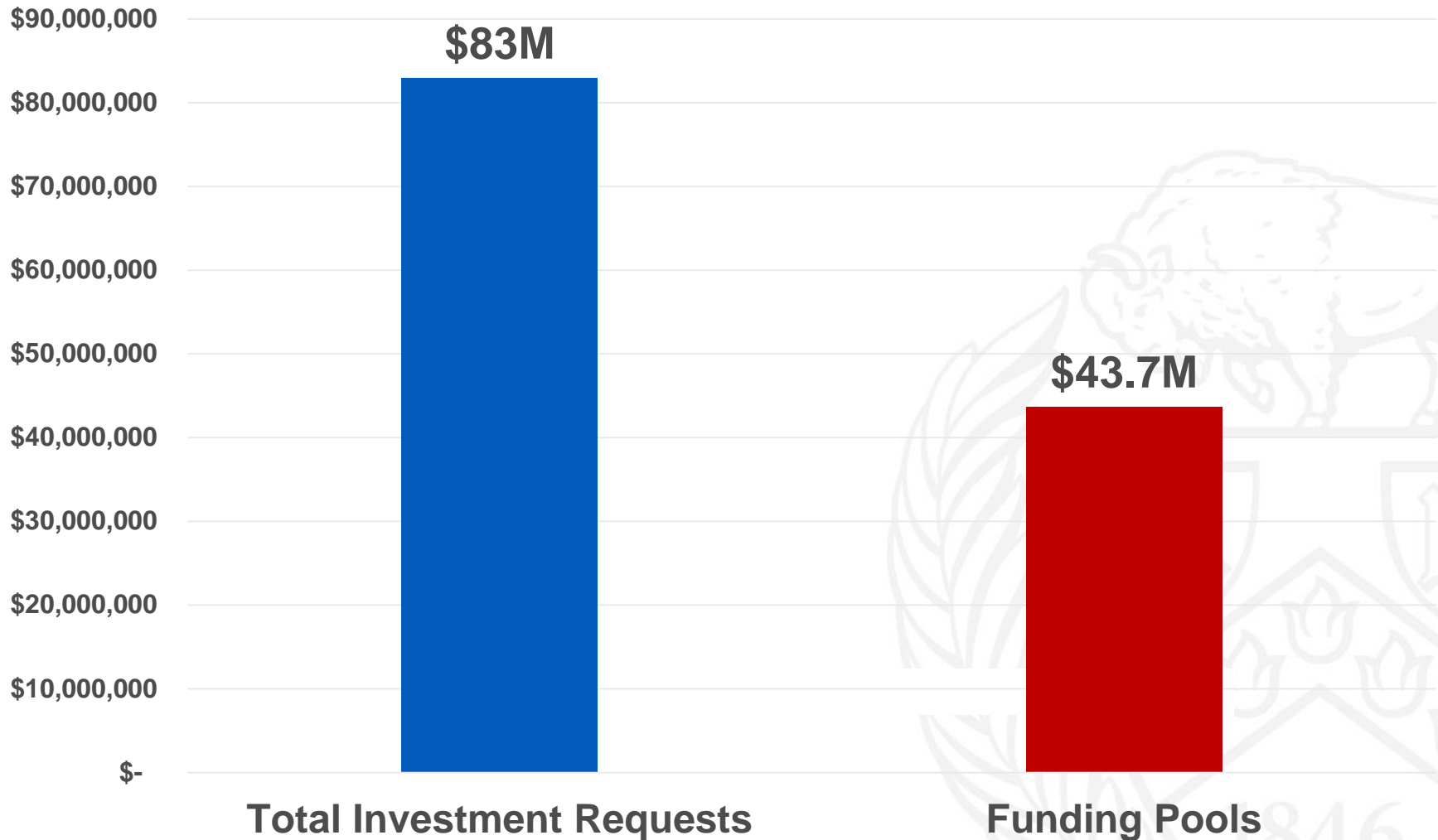
STEWARDSHIP

- We exercise prudence in managing our resources, diversify revenues to promote resilience, maintain appropriate reserves, and reward efficiency and effectiveness

ACADEMIC AND ACADEMIC SUPPORT UNITS 2019-20 REQUESTS FOR INVESTMENTS



Operating Investment Requests and Decisions (2019-22)



New Operating Investment Requests 2019-20

FACULTY HIRING

- Environmental Sustainability (CAS)
- Cluster in learning sciences, human-computer partnerships, cognitive sciences, & learning environments (GSE)
- Pediatrics (JSMBS)
- Intellectual Property/Patent and Tech Commercialization (Law)
- Contracts/Commercial Law or Business Organizations (Law)
- New MS programs (SOM)
- Engineering Education (SEAS)
- Materials Design and Innovation (SEAS)
- Center for Health Outcomes, Pharmacoinformatics and Epidemiology (SPPS)

FACULTY STRENGTH/IMPACT

- Support for salary increases (central)
- Biology/Chemistry laboratory upgrades/enhancements (CAS)
- Make pay more competitive for Associate Dean for Academic Affairs & faculty in DNP (SON)
- Funding for endowed chair spousal hire (SSW)
- Start-up costs for endowed chair (SSW)
- Performance-based indirect cost recovery return (VPRED)
- Office of Research Advancement funding source change (VPRED)
- Offset RF fringe rate increases (VPRED)
- Increase to OASIS Disallowances (central)

New Operating Investment Requests 2019-20

STUDENTS/ACADEMIC PROGRAMS

- Build Center for Experiential Learning and Advising (CAS)
- One-time additional scholarship funds (Law)
- Director/co-director, UB Center for Excellence in Sport (Law)
- Director, Health Law and Policy (Law)
- 50th Anniversary celebration/fundraising event (SAAP)
- Classroom technology support for Downtown Campus (CIO)
- Enhance Artificial (Assistive) Technology (CIO)
- UB Curriculum communications literacy support (VPEA)

- Strategically build application pipeline (VPEM)
- Temporary Admissions recruiters (VPEM)
- TAP Software (VPEM)
- Post-season event assistance (Ath.)

ACADEMIC SUPPORT/ SERVICES

- Increase instructional facilities/classroom budget (central)
- Create virtual classroom (CAS)
- CFA rehabs (CAS)
- Classroom upgrades (CAS)
- Purchase Micro CT large-capacity scanner (SDM)
- Build special needs clinic (SDM)

New Operating Investment Requests 2019-20

ACADEMIC SUPPORT/ SERVICES

(cont.)

- Student Services growth and enhancement (JSMBS)
- Build Medical Education and Education Research Institute (JSMBS)
- Director, MD/PhD program (JSMBS)
- Relocate SPHHP to Biomedical Education Building (SPHHP)
- Campus-wide IT security (CIO)
- Extend Center for Educational Innovation (CEI) (VPFAC)
- Course proposal/curriculum management system & academic catalogue software (VPEA, VPEM, CIO)
- Build Office of Academic Integrity (VPEA)
- Fund Office of Educational Effectiveness (VPEA)
- Assessment management system (VPEA)
- Crisis Services Advocate (VPSL)
- Campaign expenses (VPUA)
- CRM/database conversion (VPUA)
- Alumni/friends engagement at out-of-town bowl games/tournaments (VPUA)
- Facilities operations for Downtown Campus (VPFA)
- Nutritionist (Athl.)

New Operating Investment Requests 2019-20

CAMPUS DIVERSITY

- Build Center for Diversity Innovation Fellows Program (CAS)
- Incentives for out-of-state and international students (SSW)

GLOBAL CAMPUS

- Provide a specific, defined space for the Confucius Institute (CAS)
- Support English Language Institute (GSE)

COMMUNITY ENGAGEMENT

- University-wide American Marketing Association (AMA) and Public Relations Society of America (PRSA) membership (UC)

HEALTHCARE PARTNERSHIPS

- Reevaluate and invest in UB PharmD (SPPS)

CRITERIA TO PRIORITIZE INVESTMENT REQUESTS



University Strategic Goals

Faculty Senate Priorities *(from resolutions/Dec. FSEC meeting)*

- **Build faculty strength, productivity and impact**

Faculty hiring, mentoring, mid-career faculty success, increase faculty proposals and collaborations, academic freedom, tenure standards, administrative support for faculty

- **Recruit great students and fulfill their educational expectations**

TA stipends, “real world” education, writing education, innovative and online programs, Open Educational Resources

- **Provide support structures ensuring faculty and student success**

Campus beautification, anti-smoking and campus wellness, sustainability, parking, faculty and student support resources, eliminate campus silos, campus safety

- **Create a diverse campus community**

Diversity

- **Become an increasingly global university**

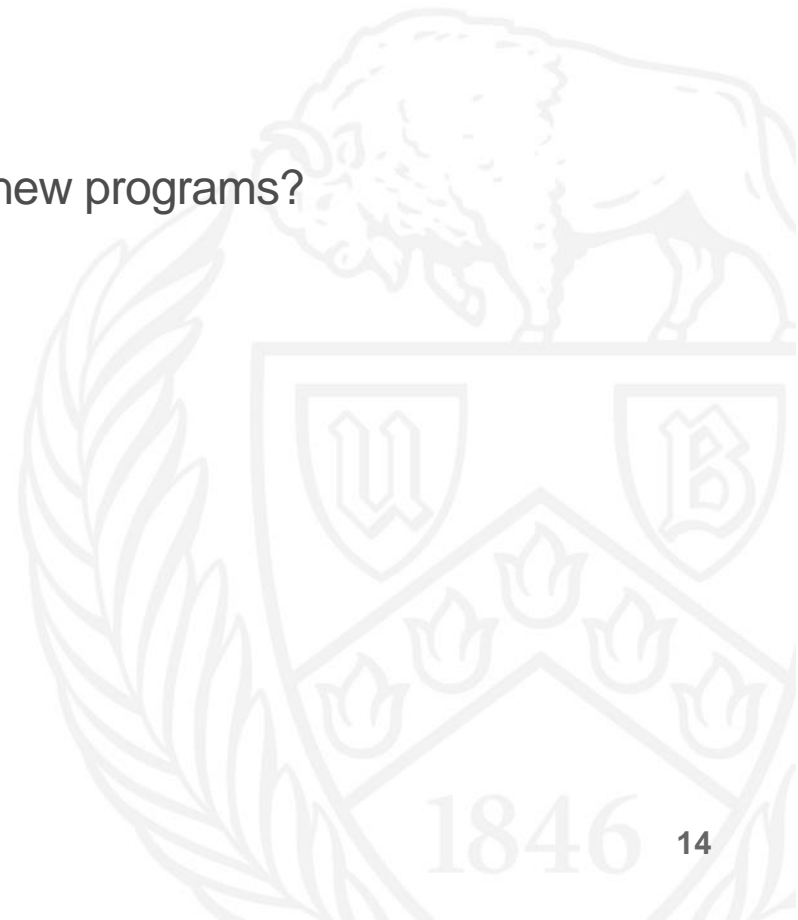
- **Engage our local community to enrich student experience & regional well-being**

External communications, economic and community engagement

- **Strengthen partnerships for improved regional healthcare outcomes**

Criteria to prioritize investment requests

- What criteria to use to prioritize requests?
- What should be covered by units vs. central?
- How to support both continuing strength and new programs?



Conclusion

- Appreciate FS BPC advice on criteria used in prioritizing investment requests
- Looking into and planning for future are important for ensuring UB's continued strength and leadership
- Look forward to continuing to work with BPC as we build UB's future

