

# ADVANCING UB'S ACADEMIC AND RESEARCH MISSION DURING COVID-19

Planning for Uncertainty, Delivering Quality  
Academic and Research Programs and the  
Implications for Budget, Operations and  
Students, Faculty and Staff



# The University at Buffalo

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## Scope, Scale, and Impact

**31,500+** Students (50 States, 106 countries)

**6,000+** Employees

**2,400+** Total Faculty

**\$414 M** Research & Development

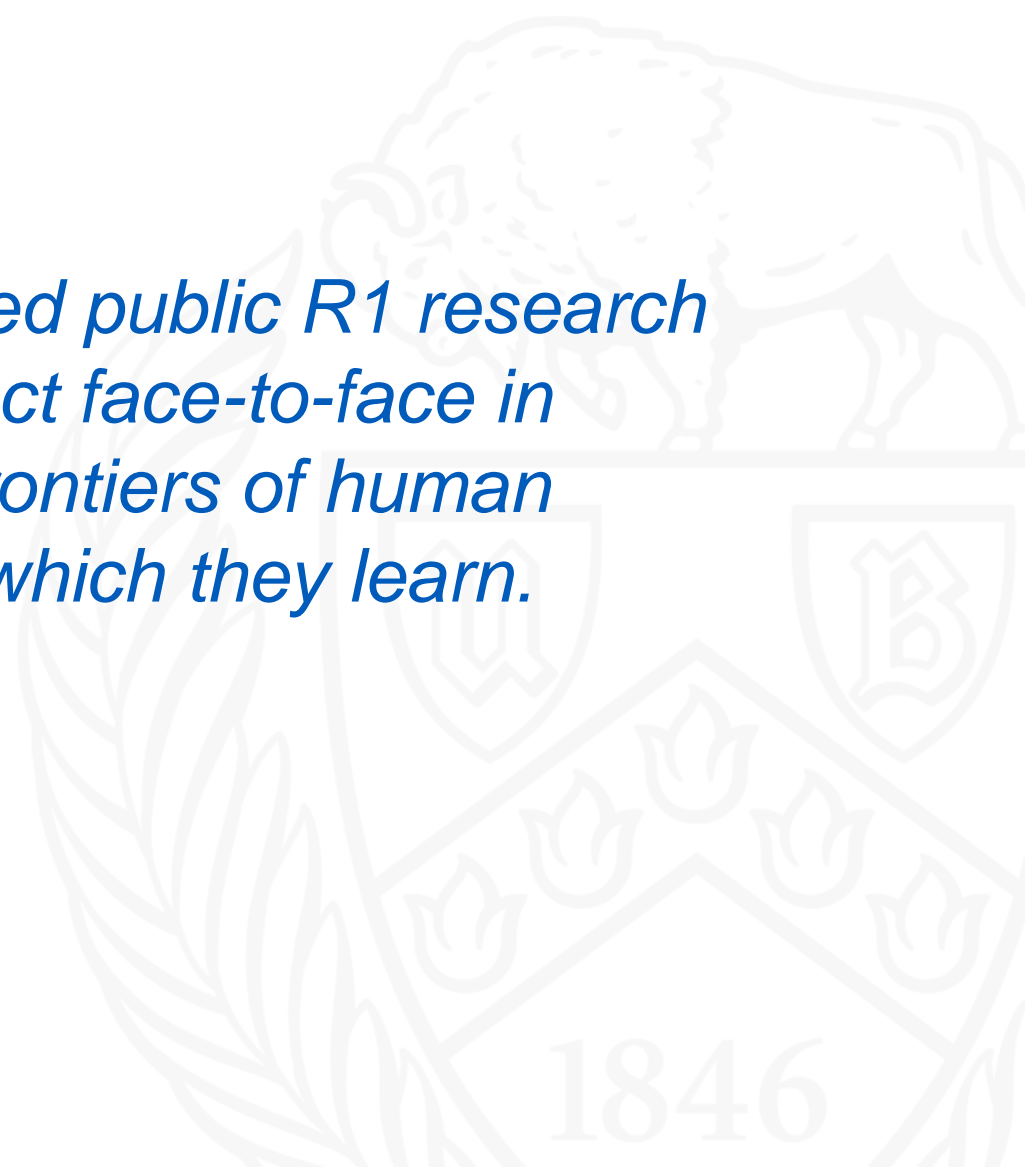
**\$1.7 B** Annual Revenues

**268,000** Alumni in 150 countries

**Top 25** U.S International Enrollment



*UB will maintain its position as a place-based public R1 research institution where faculty and students interact face-to-face in meaningful ways to learn and expand the frontiers of human knowledge, enhancing the communities in which they learn.*



## Two Highly Related and Concurrent Issues

- New York State revenues are down and costs are up. This will lead to budget cuts and/or spending restrictions to SUNY and UB, even if we returned to normal campus operations today. These changes are likely to be most acute in the coming fiscal year, which started April 1, 2020.
- While we all want to return to normal campus operations, we need to prepare for the strong possibility that there will be a new normal for some time as the COVID-19 pandemic continues to unfold and may continue to affect enrollment, curriculum delivery, research, and overall campus operations.
- These changes will occur this summer, fall and into the future.
- The uncertainty around these changes increases anxiety and worry across the campus and in our prospective students.



# Moving Forward: Financial Management

- NY State has asked us to provide them with a rough framework on how we will immediately curtail expenditures (starting April 1<sup>st</sup>). We have shared that we will explore:
  - Position management
  - Delaying capital project
  - Deferring OTPS in areas such as travel, major software upgrades, etc.
- NY State also has asked us to explore how we might achieve significant expenditure reductions over the next year.
  - This work is ongoing.























# The Need to Plan in the Face of Uncertainty

- While there is a strong desire to return to primarily place-based instruction in Fall 2020, there also is a strong possibility of further disruption throughout the AY from COVID-19
- Planning for continued disruption of our traditional seated classroom model will enable UB to adapt as conditions and requirements become clear
- Adaptable instructional models will help maximize revenue and preserve financial reserves for investment in research and academic quality in future years
- While UB adjusts to a new normal that may modulate in the next year based on external conditions, care must be taken to preserve our mission, care for our campus community and provide the best possible educational experience in either mode of instruction.
- A framework for this integrated planning process is needed.

# Guiding Principles for Planning Framework

- UB continues its aspiration to be a Top 25 Public Research University
- Campus wide engagement is critical
- Certainty is unlikely but planning should be informed to the extent possible by defensible criteria, data and/or understanding
- Flexibility, collegiality, and integration across the campus is essential
- Periodic clear and concise communication to the campus community on evolving information and decisions is important
- Attention to both short- and long-term benefits and consequences of decision alternatives (balance expediency with resiliency and long-term viability)
- Exercise prudent stewardship of our resources

