

# University Budget Advisory Committee

Minutes – 3/4/2021 meeting

Prepared by Michelle Pickham

Voting members present: Nabil Al-Tikriti (Chair, At-large)

Liane Houghtalin (CAS)

Chris Garcia (COB)

Suzanne Sumner (At-large)

Voting members absent: Stephen Davies (At-large)

Laura Bylenok (At-large)

Kyle Schultz (COE)

Non-voting members present: Michelle Pickham (Secretary, University Staff Council President)

Patrick Catullo (Athletic Director)

Guests: Kimberly Young (Exec. Director of Continuing & Professional Studies)

1. Ms. Young began the presentation explaining that the Continuing and Professional Studies (CPS) expanded around June 2020 to be more intentional and thoughtful around adult learners while not negatively impacting the traditional undergraduate students or their experience. CPS includes non-credit, non-degree programs, and some credit-bearing professional certification courses, graduate admissions and the more administrative side of the BLS and BSN programs.
2. The role of CPS at UMW is to provide a high-quality experience for adult students, support regional workforce development, and generate additional revenue.
3. Stakeholders and interests include internal university constituents, alumni, community supporters, local jurisdictions, regional clients, commonwealth priorities, and prospective students and participants. It's important to pay attention to the big regional employers including healthcare, healthcare administration, GEICO, and the regional education and school systems.
4. Collaboration is a big part of what CPS does. Internal collaboration with COB, COE, CAS includes a variety of programs: the Dahlgren cohort MBA, 36-credit hour MBA, revising MBA admissions criteria, regional educational leadership collaborative, BLS online pathway, and team building with UMW Orchestra. External collaboration includes the Institute for Learning Innovation with the museum enterprise leadership program, the GO Virginia grant and partnership with ISC<sup>2</sup> for the CISSP certification program, Mary Washington Healthcare, and the federal employees furlough day of learning.
5. Adult learners at UMW, and in general, have a different culture and set of values than the traditional student. Everything from the physical environment needs to the system access and relationships, vocational direction and personal/professional development. So, thinking about the adult experience at UMW is challenging to make sure the needs of traditional undergraduate students as well as non-traditional students and the various needs they may have are being met.
6. Cases studies for CPS include:
  - (a) Mary Wash Healthcare: included MWHC Associates, faculty from UMW, MWHC and subject matter experts. The program was recognized by executive leadership at MWHC.
  - (b) GO Virginia Grant for Cyber which allowed us to partner with ISC<sup>2</sup> to provide official materials and training for CISSP certification exams.
  - (c) Cohort Project Management + MBA was a collaboration with COB and Dahlgren to increase MBA enrollment and provides a certificate but also allows for a continuation for a degree path.
7. Budgeting considerations
  - (a) Budget is based on program and department-based needs. Sources of funds for CPS includes course fees, tuition, contracts, and grants.
8. Ms. Pickham asked what are the challenges you face now and in the near future?
  - (a) Ms. Young responded budgetary challenges include constraints surrounding personnel. It's hard to grow programs and graduate programs without the adequate amount of

- personnel. Another challenge is how do we get our partners to “buy” from us and partner with us when they are facing their own budget challenges.
9. Dr. Houghtalin asked that if you are tasked with revenue generation and are essentially an independent operation, would you say that overall the CPS department is making money?
    - (a) Ms. Young answered that overall, we are making money. There is always room for improvement, though. Typically, in areas like this you see the departure of revenues from expenditures in year 3. Year 3 for CPS at UMW came during a pandemic and so the trajectory hasn't quite been the same as expected. Here we are both a budget line item and a revenue generator.
    - (b) Dr. Houghtalin added is it a goal to be truly revenue generating?
      - Ms. Young responded that is the goal. In addition to all the benefits we can provide, we are generating value along with revenue.
  10. Dr. Sumner asked are you finding it harder working with the community because the local community partners are budgetarily and otherwise stretched because of COVID?
    - (a) Ms. Young replied yes, and because we also have a different cost structure as they are generally used to working with a sole proprietor. That's why it's important to understand the major employers and potential partners of the area. It's important to also focus on partnering with more of the government entities that can provide that funding and support.
  11. Dr. Al-Tikriti mentioned that if CPS essentially started from scratch in 2017, what's the institutional history of the program before then? What's your perspective on the past and your vision for the future?
    - (a) Before CPS there was CGPS which is why Stafford Campus was built. There was the BPS (bachelor's of professional studies) program as well. There were challenges with the BPS. When Ms. Young came to UMW, she went around learning about what was here and what was going on with the various programs and helped make decisions to streamline some offerings. Ms. Young decided move forward with a more accessible BLS program because it reflects who we are at our core. The BLS, was a vehicle that could be made more accessible and develop a pathway that could be all online for an adult learner. The question was how do we keep the best of what we have and determine how we can make it attractive to most of the need in the region. Before there were also certificates that existed and before Ms. Young came on there were decisions that were made to start dismantling some of these certificate programs and so there wasn't much action around those certificate programs at that time.
    - (b) Dr. Al-Tikriti added if that really means turning things more online?
      - Ms. Young mentioned it's really looking at different modalities to meet our students where they are. How can we take the best of who we are and make them accessible to our adult learners? Could mean some classes are online, some in person, some at night, some on the weekends, etc.
    - (c) Dr. Al-Tikriti asked feasibly are we able pay a real competitive amount to someone to be internal and support the University?
      - Ms. Young mentioned that we do offer different payments for how often they teach, where are they coming from (internal or external), and finding the interest and what they teach. We can't compete with the same rates offered by a Georgetown or a UVA.
    - (d) Dr. Al-Tikriti wondered out loud what would a commuter coming from DC with a bachelor's degree who wants to get a masters over 3 years by taking two courses a week be willing to pay?
      - Ms. Young responded it would take some market research to ask those questions and figuring out how we would structure something like that.
    - (e) Dr. Al-Tikriti asked about the potential for education and teaching certifications.
      - Ms. Young said we are looking at options with COE including streamlining those paths.
    - (f) Dr. Al-Tikriti mentioned a past initiative regarding a 3+2 (3 years at a home institution

and 2 years at UMW) international partnership with two Universities and wondered if this was something that could be re-considered?

- Ms. Young said she will take a look at the MOUs that were signed for these, but it took a great amount of time and having boots on the ground to establish real and profitable partnerships with international universities for successful articulation. It takes some serious investment to make them successful.

(g) Dr. Sumner asked what's keeping you up at night?

- Ms. Young said finding those partners in our community who we can have the long-term value-based relationships with. Finding and keeping them. Solidifying our adult strategy.