

University Budget Advisory Committee
Minutes – 10/6/2022 Meeting

At-large faculty representatives present:	Laura Bylenok (Asst. Professor, CAS) – Chair Brad Hansen (Professor, CAS) Drew Delaney (Senior Lecturer, CAS)
College faculty representatives present:	Liane Houghtalin (Professor, CAS) – Co-Secretary Alexis Rutt (Asst. Professor, COE) Smita Jain Oxford (Senior Lecturer, COB)
USC representatives present:	Kim McManus-Carini (Operations and Finance Coordinator) Ryan Snellings (Collections Manager)
Athletics representative present:	Patrick Catullo (Director of Athletics)
Student representative present:	Ellelyshia Ardo (SGA)
At-large faculty representative absent:	Dan Hubbard (Assoc. Professor, CAS)
USC representative absent:	Arin Doerfler (Senior Accountant-Fixed Assets) – Co-Secretary
Guest:	Juliette Landphair (Vice President for Student Affairs)

The meeting was called to order at 4:00 pm. Summary of discussion:

1. After announcing that the meeting would be recorded and that the recording was not to be shared outside the committee and after having the attendees offer brief introductions, Dr. Bylenok invited Dr. Landphair to give an overview of Student Affairs and its budget and to tell the committee if there is any area of need in its budget for which UBAC might be able to advocate.
2. Dr. Landphair proceeded to explain that Student Affairs focuses on student experience outside the classroom—wellness, engagement, recreational activity, safety, emergency management, and so on. It works to complement and support student experience inside the academic classroom. Its mission statement: *At the University of Mary Washington, the Division of Student Affairs promotes students' success, learning, and personal wellness as they explore the intersections of their college experience. In concert with the University's liberal arts and sciences mission and ASPIRE values, we provide programs, resources, and educational opportunities that prepare students for engaged citizenship in a global society.* Dr. Landphair listed off the offices that report to Student Affairs: Residence Life and Housing; Multicultural Affairs and the James Farmer Center; Emergency Management and Safety; the Chief of Police; the Dean of Students; and the offices, such as the Talley Center, that look after student health. Dr. Landphair hopes someday to have those offices grouped under a Wellness Director at the level of an assistant vice president. This would emphasize the importance of mental health and well-being for the entire University—for students, faculty, and staff. Until a few weeks, Athletics also reported to Student Affairs. It now reports directly to President Paino, but Student Affairs will continue to take a great interest in Athletics because of its tremendous impact on the student experience.
3. The Student Affairs budget is currently \$8,471,749, which is 6.51% of the overall institutional budget. Close to 80% of the Student Affairs budget is personnel, and the rest is its operating budget.
4. Student Affairs affects student retention, and Dr. Landphair was pleased to note good news about the first to second year retention rate. The last few years saw retention drop to 78-81%, but this year it landed at 83-84%. President Paino would like to see UMW get to 87%.
5. Further good news: President Paino has built up the University's reserves to \$23,000,000.

6. Challenges:
 - a. Deep cuts to operating budgets due to COVID-19. When students were sent home in March 2020, money was reallocated from across the University, including Student Affairs, to the general budget. This was necessary for the University to survive the pandemic. Some of that money has been restored, a lot has not. Ms, Landphair would like to see more restored to Student Affairs.
 - b. State signaling no tuition increases for three years. After university boards had already approved tuition increases last spring, Governor Youngkin had the Secretary of Education call university presidents and ask that tuition not be raised. UMW is heavily dependent on tuition. We are hoping, however, for state support in other ways.
 - c. Public skepticism about higher ed.
 - d. Increased competition in state for fewer students.
 - e. Mandatory salary increases for state employees, which is great, but which partly come from UMW's coffers.
 - f. Debt payments for UMW buildings such as the Cedric Rucker University Center, Virginia Hall, and Willard Hall.
7. Student Affairs Strategic Drivers:
 - a. (Recruitment and) retention.
 - b. Student engagement = building friendships. Understanding the ways in which students come to the University and get to know one another through orientation, new student welcome, traditions, leadership, student clubs and organizations, and residence life is critical to retention.
 - c. Health and wellness.
 - d. Inclusive excellence = sense of belonging for all students.
8. **Student Affairs Budget Priorities for FY24.**
 - a. **Restore pre-pandemic funding where possible.**
 - b. **More student employment (about \$132,000** across entire Student Affairs division). Work-study jobs mean not only money for students, but also formative experiences, relationships/connections, and retention. President Paino reported that at his recent *Conversations with the President*, faculty also brought up needing more support for student employment, so the desire for more student positions is being seen across the campus.
 - c. **Greater compensation for Resident Assistants (about \$99,000).** UMW's RA compensation is lagging behind that of other institutions in Virginia. When it comes to how we compensate our RAs, we give them a little bit off their room and we give a stipend. Their responsibilities have continued to grow, and it is becoming increasingly difficult to recruit and retain our RAs. Dr. Landphair is working with Dave Fleming, the Dean of Residence Life, to try to reconceptualize what being an RA means, but a basic starting line would be to give them more compensation because the stipend they have really translates to below minimum wage.
 - d. **Greater funding for UMW police officers and security (about \$100,000).** There has been growing difficulty in recruiting and retaining police officers. (This was already the case before Black Lives Matter, but the difficulty has increased since BLM.) UMW has had trouble getting people to apply for its positions, and there has been some reduction in its numbers. It would take about \$70,000 to replace one of its officers, which is essential for patrols and safety. An additional \$30,000 is needed for security—opening and closing buildings; patrolling the campus and buildings

such as the Rucker Center and the Hurley Center; transporting students with disabilities; and so on.

- e. **Permanent funding for the Farmer Fellows Diversity Peer Educator Program (\$10,000).** These fellows meet with their peers to talk about implicit bias, the value of inclusion and language, etc.
9. Following Dr. Landphair's presentation, Dr. Bylenok asked about the numbers given for each priority and what the number would be for restoring pre-pandemic funding. Dr. Landphair confirmed that the numbers are what it would take to fulfill each priority. She said that she did not have a specific number for the restoration of pre-pandemic funding, but funding all the priorities across the division, including restoring pre-pandemic funding as well as funding new priorities, would take about \$2,000,000.
10. Dr. Houghtalin pointed out that UBAC asked for an increase in RA compensation last year and asked for confirmation that there was no increase. Dr. Landphair said that she believed that there had been no increase, but that she would check and get back to the committee. [Update: Dr. Landphair confirmed that there was no increase.] Dr. Houghtalin also asked for suggestions on how to bolster UBAC's arguments in favor of an increase in RA compensation in case the committee decided to repropose an increase this year. Dr. Landphair replied that good RAs make for good residence life and that living on campus and good residence life bolstered retention. UMW is a residential college and its financial model is dependent on students living on campus.
11. Dr. Houghtalin then brought up a concern among faculty about threat assessment and security and asked for further thoughts on that. Dr. Landphair replied that she is confident that Virginia has the best threat assessment in the nation and she makes sure that everyone on the threat assessment team has been trained properly. She allowed, however, that UMW could do more to train its faculty, staff, and students, and she recommended that we talk with Chief Hall about this possibility. A number of institutions have done videos around active shooters that are specific to their campus. The chief of police can then go to departments, for instance, show the video, and have a discussion regarding the specific area in which that department is located—or if it is a student group, the residence hall—and talk through what an active shooter scenario would look like. Dr. Landphair has been talking with Chief Hall about doing this, and the desirability of doing this underscores the need for better funding for the recruitment of police officers. Dr. Houghtalin noted that this would be great, but that it does not seem to be already in the proposed budget needs. Dr. Bylenok confirmed that after a situation occurred in the fall of 2019, faculty, staff, and students were concerned over the lack of certainty about what to do. Ms. Oxford said that Chief Hall made a presentation for the College of Business a few years ago and recommended that he or his assistants be asked to do this for other departments. She has heard that this is something that has been discussed by the UFC.
12. Ms. Oxford asked Dr. Landphair what has been driving UMW's increase in retention. Dr. Landphair replied that the University has been investing to a greater degree in athletics and our student athletes retain at a higher rate. Further, although decreasing enrollment offers its own problems, if UMW is attracting students who really want to be here, then that increases retention. The academic quality of our students has remained the same, or even gone up a little, and that has been beneficial. Finally, the chief reason for students leaving is financial, and the University has made a great effort to increase its financial aid. With all that said, there are many reasons why students leave, including the poor health of a family member, and Student Affairs attempts to unpack those reasons.

13. Ms. Oxford noted the increase in the types of ODR letters she is seeing and asked UMW is doing more to address mental health issues. Dr. Landphair replied that even before the pandemic, Mary Washington had a disproportionately large number of students with mental health problems register with ODR compared to other state institutions. The pandemic made everyone more aware of mental health, and the Talley Center has put together “gatekeeper training” to help people notice signs of distress in students. About 100 faculty have taken this training so far. Victoria Russell ran a session through UMW’s Teaching Center last May. Finally, the State Council for Higher Education in Virginia (SCHEV) just issued a grant to give institutions an extra counselor for two years, and Teyva Zukor, the Talley Center Director, submitted an application for the grant today.
14. Dr. Bylenok asked whether the number Dr. Landphair cited for student employment was meant for more positions or more pay. Dr. Landphair said that the raise in the minimum wage brought the pay up, so what is really needed is more positions. Additional positions would keep the fitness center open longer, allow the Director of Emergency Management to train student fire marshals to help perform fire inspections, and so on.
15. Dr. Bylenok asked if there is funding for other events that drive campus community and aid retention. Dr. Landphair replied that her office received some one-time strategic investment funds from the President, and she used a lot of that money to create about four years of funding for an intern to do nightly and weekly programming. Staff reductions negatively affected night and weekly programming. Students see the campus as “dead” during the weekend and go home, so Student Affairs wants the campus to be more vibrant and engaging all week long. In the long term, such programming is a huge priority for Student Affairs, but things are good there for the time being.
16. Returning to student employment, Dr. Landphair said that one of the issues is that students are not applying for campus jobs. Dr. Bylenok asked if that was because they were receiving only minimum wage. Entry-level jobs off campus often pay more. Dr. Landphair replied that according to the staff speaking with students, it is a pandemic thing and it is because students do not want to commit to 20 hours/week for a job. They want to put their priorities elsewhere.
17. Dr. Bylenok thanked Dr. Landphair for her very thorough presentation and answers to the committee’s questions.
18. After Dr. Landphair left the meeting, Dr. Bylenok gave committee members updates for future meetings. The next meeting, on October 13th, is reserved for writing the required report to the UFC about how UBAC’s recommendations from the previous year were implemented. Michael Hall, Chief of Campus Police, is now set to meet with the committee on October 27th. Gary Hobson responded that he would not be able to give us the level of information we need about Facilities Services and we need to wait for Stewart Sullivan's replacement, who is on-boarding this Monday. Dr. Bylenok was concerned that this new Director of Facilities may need some time before meeting with us and wanted to know the will of the committee. UBAC has meetings with other individuals scheduled up to November 17th, which is the day it is to start drafting its final report, due December 1st. Should she try to schedule the new Director of Facilities to share one of the earlier meeting dates; should she try to schedule him for the spring semester, after we have already submitted our report; or should the committee have its initial meeting with him in Fall 2023? This is the first year we have had to submit our Final Report so early. Last year, we wrote it in March and would have had time to interview him in the spring.
19. Dr. Houghtalin pointed out that we are meeting every week in the fall and once the Final Report is in, our task is done, unless the University—as it sometimes has in the past—asks

us to discuss something special. If we can't meet with everyone before the report is due, then we can't meet with everyone. She was concerned that the new Director of Facilities may not know what is needed, coming on board so soon before the report is due. She recommended that Dr. Bylenok write to him; introduce UBAC and what it does; and invite him to share in a written response any funding concerns he may already have spotted, perhaps even during his interview process, and a justification for why those funds are needed. It should be recognized in this communication that it is perhaps too soon after his arrival for him to be ready to commit to budget requests. That way, we can give him an opportunity to bring up any issues without putting him on the spot. UBAC should definitely ask to meet with him next fall. Mr. Delaney supported this plan, and Dr. Bylenok agreed to proceed with it.

20. Dr. Bylenok noted that Tim O'Donnell suggested that UBAC might want to meet with President Paino before it submits its Final Report. She pointed out, however, that if we met with him on November 17th, for example, then we would already have to have prepared our priorities for our Final Report. Dr. Houghtalin commented that we do not have time to draft our budget recommendations before then and that while President Paino already knows what his priorities are, it is our task to present recommendations as we (faculty, staff, and student) see them. They may be the same, they may be different, but in either event they should be heard separately. Mr. Delaney pointed out that knowing the president's priorities might give us a better return on our recommendations and that perhaps we could ask for a list of his priorities. Ms. Oxford and Mr. Catullo both supported keeping UBAC independent from the president. Dr. Bylenok pointed out that UBAC has not met with the president in the past and agreed that the committee should not change the order of things this year. The upcoming schedule will therefore remain as follows.

October 13: Drafting Fall Report to UFC

October 20: Marion Sanford (James Farmer Multicultural Center)

October 27: Michael Hall (Campus Police)

Nov 3: Jessica Machado (ODR)

Nov 10: Tevya Zukor (Talley Center)

Nov 17: Drafting Final Report

Dec. 1: Complete Final Report

21. Mr. Catullo asked Dr. Bylenok to remind the upcoming guest speakers that UBAC is most interested in hearing what they (their office wants), how much money they need to achieve their desire, and a rationale for why they want it. He and Mr. Delaney suggested asking guest speakers in advance to give that information within the first ten minutes of their presentation. That will leave time for more questions from the committee. Dr. Bylenok agreed that this would help keep the meetings focused and said that she would make the reminder to upcoming guests.
22. Finally, Mr. Catullo, who has presented as a guest speaker on the needs of Athletics in past years, offered to make a written report this year. Dr. Bylenok agreed to receive a written report and indicated that questions on the needs of Athletics could be addressed during the writing of the Final Report.

The meeting was adjourned at 5:08 pm.

Respectfully submitted,
Liane Houghtalin
UBAC Co-secretary