

University Budget Advisory Committee

Minutes – 9/8/2022 Meeting

At-large faculty representatives present:	Laura Bylenok (Asst. Professor, CAS) – Chair Brad Hansen (Professor, CAS) Drew Delaney (Senior Lecturer, CAS)
College faculty representative present:	Liane Houghtalin (Professor, CAS) – Co-Secretary
USC representatives present:	Arin Doerfler (Senior Accountant-Fixed Assets) – Co-Secretary 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)
COB representative absent:	Smita Jain Oxford (Senior Lecturer)
COE representative absent:	Alexis Rutt (Asst. Professor)
USC representative absent:	Kim McManus-Carini (Operations and Finance Coordinator)
Guest:	Tim O'Donnell, Provost

The meeting was called to order at 4:01 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 asked Dr. O'Donnell to give an overview of the current budget year from the provost's perspective.
2. Dr. O'Donnell proceeded to lay out the three topics he wished to address: UBAC's work this semester, and why it matters; the ways in which the budget changed this year, particularly in respect to the items that UBAC proposed last year; and the budget-building cycle for FY 2024 and some of the things that are shaping that.
3. Dr. O'Donnell also alerted Dr. Bylenok to the possibility that the SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) might ask to speak to her as part of its review process during the last three days of March, since it sometimes has questions for chairs of governance committees.
4. UBAC's work this semester, and why it matters: Dr. O'Donnell indicated that the University's administration has made "a huge advance" in how it thinks about UBAC's work. The administration now wants UBAC to front-load its efforts in the first semester so that it can have UBAC's budget recommendations at the start of the budget-planning process. He noted that when he was on UBAC, the committee presented its recommendations at the end of the academic year, after the budget had already been prepared and submitted to Richmond. Receiving UBAC's recommendations much earlier than that is very important. Dr. O'Donnell acknowledged the strain that preparing the recommendations so much earlier would put on UBAC and thanked the committee.
5. The ways in which the budget changed this year, particularly in respect to UBAC's recommendations last year: Dr. O'Donnell reported that when President Paino, Paul Messplay, and he reviewed UBAC's recommendations last year, they saw that UBAC and the University's administration were already on the same page concerning areas that needed more

funding. Dr. O'Donnell proceeded to comment on the changes to this year's budget related to the five recommendations made by UBAC that fall under Academic Affairs.

- a. Marketing: The University has moved to year-round marketing. Last year it did not reach its targets until November, but this year the marketing is already out there. Traditional marketing continues (direct mailings, billboards, and airport signs—including new signs in Richmond's airport), but some resources have been shifted to increased digital marketing (targeted to 15-18 year olds). Amy Jessee, UMW's new Executive Director of University Communications, is leading this digital initiative.
- b. Admissions: The University has increased skilled services support for Admissions. A reallocation of senior position salary has enabled two new positions in Admissions, and a search is in progress. Melissa Yakabouski will be able to provide UBAC with information on the search when she meets with the committee. Due to the urgent need for a rapid return when a potential student applies to UMW, Admissions will also be hiring part-time or temporary help for the crunch times, and the University may even ask other offices to help out. The Administration knows that if we can get a decision out to a student, we can start to recruit that student more effectively.
- c. Simpson Library: UBAC had asked for the library to be staffed sufficiently for it to stay open later. Students also requested later hours for the library. The Administration and Carolyn Parsons worked together to find resources already in the library budget to keep the library open an additional two hours this year, until 10 pm. The library is keeping records of how many people are in the library at closing time. If the need is there, the University will look at keeping it open longer, possibly until midnight. The Hurley Convergence Center continues as the alternate study space, and the Administration has recently started to evaluate additional funding for evening security for the Hurley Center.
- d. Office of Disability Resources (ODR): UMW is to receive about \$480,000 from state funds to acquire equipment and classroom furniture suitable for those with disabilities and to make classrooms more accessible. These funds will also allow us to search for the two positions that UBAC proposed last year, an office manager for ODR who can also oversee its dedicated testing space and an access coordinator. In addition, the state has awarded UMW \$11.2 million dollars in capital funds to make the campus more accessible. Dr. O'Donnell pointed out that all this is the result of multiple years of work by President Paino and the Board of Visitors to convince the state legislature to fund improvements for students and employees with disabilities.
- e. Faculty funding: Much of faculty funding, as well as undergraduate research money, has been restored this year to pre-COVID levels. The full \$500 of faculty development money for each faculty member has been restored; supplemental faculty development funds have been partially restored; and undergraduate research grants have been significantly restored. The levels for supplemental faculty development funds and undergraduate research grants will be revisited once travel reaches pre-COVID frequency. The full pre-COVID number of sabbaticals will be granted for next year, and perhaps one or two more. There is one caveat, however—these are not yet permanent restorations of funding. Permanent restorations will have to wait until UMW builds up its strategic reserves.
- f. At this point, Dr. O'Donnell took questions.
 - Dr. Bylenok asked about the status of research funds for proposed projects. Dr. O'Donnell replied that such research fellowships or pedagogy grants have in the past

varied by college and typically have been used for summer funding. They have not yet been restored, but he plans to revisit them towards the end of this calendar year. Depending on where we are, budget-wise, the University may be able to provide some research/ pedagogy/ summer grants.

-Dr. Bylenok also asked about another of UBAC's proposals from last year. UBAC had recommended that additional IT staff be hired and that the pay for IT personnel be increased, and she wondered if Dr. O'Donnell would comment on that proposal. Dr. O'Donnell said that he would leave it for Hall Cheshire to address when he meets with UBAC next week.

-Dr. Bylenok asked a question on behalf of Ms. Oxford: how much of the budget is going towards filling faculty lines and vacancies? Dr. O'Donnell replied that he did not have a precise answer for that, but the University's days of automatically filling a vacancy are gone. Instead, we must look at current program demands and reallocate according to program needs. He added that this year the University has committed to five searches, one in the College of Business, one in the College of Education, and three in the College of Arts and Sciences. About twenty positions were proposed, so quite a number were turned down. Over the next few years the University will go from about 5,000 students to about 3,500. It cannot support an 11:1 faculty-student ratio, but will aim for a 14:1 or 15:1 faculty-student ratio. The University is also trying to balance its hires in terms of adjusting inequities in faculty workloads, since some are having to teach 100 students to deliver their program and others are having trouble filling seats.

-Mr. Delaney asked whether Admissions is appropriately staffed to bring in the class size we need. Dr. O'Donnell replied that this was a question an outside consultant addressed last year, and the answer was that yes, once Admissions fills its two new positions, it will be appropriately staffed.

6. The budget-building cycle for FY 2024 and some of the things that are shaping that: Dr. O'Donnell described items of concern that will affect the next budget.
 - a. The state gave a 5% raise, but now UMW needs to work that raise into its budget.
 - b. Increased utility costs.
 - c. Increased costs for items related to academics—everything from replacing broken glass beakers to licenses for library subscriptions.
 - d. UMW will graduate this year more students than it will bring in next year, as smaller classes are replacing larger classes.
 - e. Fall 2023 will be the last year of the five-year M.Ed. program in the College of Education, so the number of graduate students will also go down.
 - f. The disappearance or reduction of “soft” money. UMW received TTIP (Tech Talent Innovation Program) money, for example, thanks to Amazon's new headquarters in Arlington. UMW achieved the required growth in computer science majors but not the required institution growth (number of students overall), which could result in the loss of this source of funding.
7. Dr. Bylenok asked if there was any news on the updating of the University's web site. Dr. O'Donnell replied that the high-level web pages should be ready within the next 30 days. The focus has been on web pages that will aid in the recruitment of students, and those will include the web pages of academic departments. He will see versions of these high-level web pages himself for the first time on Monday. Amy Jessee is now responsible for the University's web site and will be able to say more when we meet with her.

8. Dr. Houghtalin asked for clarification on the 5% raise as it affects the budget. Does the state pay for any part of that? Dr. O'Donnell replied that it pays for staff raises, but the University needs to come up with faculty raises. He also confirmed that the raise is going to all employees, including part-time staff and faculty. Dr. Houghtalin commented that there is to be another 5% raise next year and a \$1,000 bonus this year. Dr. O'Donnell confirmed those statements and said that the \$1,000 bonus is already in the budget. He noted, however, that although this is what UMW understands, there is a legislative session in January, so the budget can still change.
9. Dr. Bylenok called upon Dr. Houghtalin to explain a problem that UBAC is having. Last year when meeting with Jeff Rountree, UBAC asked if the UMW Foundation would welcome having a member of the faculty appointed to its board. Mr. Rountree seemed supportive of such an appointment, so this year UBAC planned to propose to the UFC that it appoint a faculty member each year to the UMW Foundation's board. In preparation for making a proposal, Dr. Houghtalin wrote to Mr. Rountree to find out more about the workload of a Foundation board member. As part of his response, Mr. Rountree mentioned that every member of the board was required to make a donation of at least \$2,500 in unrestricted funds to the Foundation. Drs. Houghtalin and Bylenok asked if Dr. O'Donnell had any thoughts about or a solution to the required donation. Dr. O'Donnell asked for time to look into the matter.
10. Dr. Bylenok returned to the matter of faculty funding (5.e, above), and asked what it would take for faculty funding to be restored permanently to its pre-COVID level. Dr. O'Donnell replied that it would take about \$300,000 dollars per year. Unfilled positions could restore some of the funding in the coming year, and some of the money from future retirements could be reallocated to restore it permanently to the annual budget.
11. Dr. Bylenok asked how much the faculty has shrunk in terms of how many faculty we have lost since the start of the pandemic versus how many lines have been built. Dr. O'Donnell replied that he is working on an answer to that very question in order to present it to the Board of Visitors. He said that he would be prepared to answer that question later in the fall.
12. Dr. Bylenok completed the meeting by thanking Dr. O'Donnell for his very helpful presentation and discussion and by confirming that UBAC is planning to submit its budget recommendations to him by December 1st.

The meeting was adjourned at 4:52 pm.

Respectfully submitted,

Liane Houghtalin

UBAC Co-secretary