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## EXECUTIVE SUMMARY

The 2003-2004 Operating Budget Plan for Old Dominion University has been developed from the initiatives outlined in the *University's Strategic Plan* and the previous actions taken by the Governor and the General Assembly during the 2003 Budget Session. This budget document details the relevant components that comprise the University's 2003-2004 Budget and organizes the information in a format that provides a concise explanation of the budget planning process.

Chapter 1 provides an overview of the strategic planning initiatives, defines the recommended program and policy directions for 2003-2004, highlights the major accomplishments in 2002-2003, and summarizes the financial impact of the 2003-2004 budget plan.

Chapter 2 describes the previous actions of the General Assembly during the 2003 Budget Session that impact the 2003-2004 budget year, compares the general funding per FTE student of the Virginia doctoral institutions, compares the tuition and fee costs for Virginia and nonresident students and identifies the capital projects approved for construction.

Chapter 3 summarizes the program priorities that comprise the Educational and General Program portion of the total budget. The majority of the funded initiatives fall within the instruction and academic support operations of the University.

Chapter 4 highlights the program priorities that comprise the Auxiliary Services portion of the total budget. The planned contribution to fund balance by these self-supporting auxiliary operations is *\$1.7 million*.

Chapter 5 contains graphs that depict the sources of revenue and provides a comparison between the 2002-2003 and 2003-2004 fiscal years.

Chapter 6 graphically represents the expenditure categories and provides a comparison between the 2002-2003 and 2003-2004 fiscal years.

## CHAPTER 1 OVERVIEW OF THE 2003-2004 OPERATING BUDGET AND PLAN

As outlined in the *University's Strategic Plan 2000-2005*, a series of strategic initiatives were created that continue to provide the priorities for the resource allocation decisions contained in the 2003-2004 operating budget and plan that will benefit the University in the next fiscal year and beyond. Through the University-wide strategic planning process, the University has developed a vision statement, emphases, initiatives, objectives, and actions for the 2000-2005 Strategic Plan. The following ten general strategic initiatives form the basis of the plan.

- (1) Old Dominion University will provide high quality, distinctive undergraduate experiences in a supportive environment that fosters student development, connecting knowledge and practice. Old Dominion seeks to enhance the distinctiveness of its undergraduate experience. The University's overall goal is to attract, educate, retain, and graduate men and women who are prepared intellectually, have gained career skills through actual experience, and will become effective citizens and leaders of the Commonwealth, nation, and world in the 21<sup>st</sup> century.
- (2) Old Dominion University will provide excellent graduate programs that offer exceptional opportunities for scholarships, research, creative work, and service. Central to the mission of Old Dominion University is the education of graduate students who make up one-third of the student body and earn nearly 40 percent of degrees granted. In recognition of the importance of providing excellent graduate programs to diverse student populations, Old Dominion University will take steps to improve graduate student life, strengthen the administrative structure responsible for graduate education, and enhance the quality of all graduate programs.
- (3) Old Dominion University will establish the fiscal and physical infrastructure required to promote and sustain high-quality research. In order to reach its full potential, Old Dominion University must create a research-supportive fiscal and physical environment conducive to nationally competitive research activity. The University has already achieved the designation of a Carnegie Foundation Extensive Doctorate-Granting Institution and awards doctoral degrees in numbers that qualify it for the highest research designation.
- (4) Old Dominion University will develop selected programs of study to achieve national prominence. Old Dominion University reaffirms its long-term strategy of targeting selected programs of study to achieve national prominence. This approach enables the University to respond to unique opportunities for excellence associated with external facilities, resources, geography or industry,

among others. Nationally prominent programs also enhance the visibility and recognition of the University.

- (5) Old Dominion University will increase the range and quality of its academic programs and support services offered at distance education sites and higher education centers. The University's distance learning efforts through its TELETECHNET Program have propelled the institution into a nationally recognized leadership role in the electronic delivery of higher education to place-bound students. Similarly, the University's reputation in the region and state has been enhanced as a result of the success of the higher education centers. The use of technology in the instructional process has had a broad impact upon the University that includes its mission, measures of success and role of the faculty. The University must continue to direct the resources necessary to maintain its national reputation as a leader in distance learning.
- (6) Old Dominion University will be recognized as the premier international University of the Commonwealth of Virginia. Old Dominion University recognizes its mission to serve as "the state's gateway to the rest of the world and the world's gateway to Virginia." In an effort to consolidate and expand the University's emerging reputation as a globally-focused institution, the University will continue to build and refine its internationally-oriented curriculum across its colleges, provide a variety of international experiences, and continue to diversify its student body.
- (7) Old Dominion University will provide the information technology necessary to support strategic institutional initiatives. The information technology infrastructure and support services of the University have the ability to enhance the manner in which a community of scholars engages in their dual mission of instruction and research. An easy-to-use technology-assisted learning environment aids in effective teaching and fosters the attainment of new levels of skills and knowledge in students. In addition, administrative functions and workflow streamlined by computing can act to support the University's endeavors. Sustaining and advancing the University's use of information technology requires ongoing coordinated planning across the campus due to the rapidly changing technology environment.
- (8) Old Dominion University will provide excellent services to enhance the quality of University life among its constituencies. Old Dominion seeks to enhance its image as an excellent service provider and achieve a reputation of responsiveness and accessibility for academic programs and services to a diverse community. To accomplish this, the University will provide excellent service, good communications, recognition programs for valued contributions, and pleasing, safe surroundings.

- (9) Old Dominion University will foster an inclusive and supportive environment that values diversity of its faculty, staff and students. This initiative is designed to focus on the qualitative aspects of the diversity experience. While the University has made significant progress in establishing a diverse University community, it now needs to address carefully the issues of inclusion, civility, and comfort in an increasingly diverse environment.
- (10) Old Dominion University will develop and enhance cooperative relationships that provide opportunities for instruction, research, and service that benefit the University. Old Dominion's mission defines a special relationship between the University and the community that it serves. As a result, many public and private partnerships have been formed that have resulted in mutual benefits for the participants, strengthened the University's role in the region and state, and increased the value of the University's contribution to the community. The University seeks to build on its record of cooperation by initiating new partnerships and enhancing existing ones that will have a positive impact on its instructional, research and service programs and provide benefits to the community.

The earlier Commonwealth of Virginia FY2002-2004 biennial operating and capital budget processes have been well publicized. The results of these processes driven by economic conditions and revenue projections certainly challenge all state agency budget deliberations for the FY2002-2004 biennium. Recently, there have been additional state general fund base budget reductions and policy guidelines for tuition adjustments. Old Dominion University's budget process for FY2004 was designed to accommodate our final base budget reductions, to sustain specific budget initiatives/programs, to build a tuition and fee increase model which would partially offset state reversions, and finally, to address operating budget priorities and unavoidable costs. With no appropriation for new programs and initiatives, this year's budget and tuition and fee setting process has addressed sustaining programs and services, restoring cuts, and making selected, strategic investments in initiatives through a reallocation of funding. President Runte defined the following priorities to address these diverse needs:

- Ensure the quality of instructional programs
- Restore direct services for students
- Continue implementation of the 2000-2005 Strategic Plan
- Recognize our students' financial capabilities and limitations
- Reallocate or redirect resources, where possible, to support academic priorities and
- Minimize the addition of other user and service fees to students

Proposed funding allocations in the 2003-2004 budget have been consistent with these principles. Among these are:

- support of academic programs and services,
- sustained institutional presence in the distance learning arena,
- enhancement of instructional technology, connectivity, and software,
- support of initiatives designed to increase the enrollment of well-qualified students
- provision of adequate operating funds for the student fee supported auxiliary operations and centrally funded scholarships.

These initiatives are continuously evaluated and modified and those that do not lead to significant measurable results will be abandoned. The University must be responsive to the rapidly changing higher education environment and follow the objectives outlined in the University's Strategic Plan.

### **Virginia's Higher Education Strategic Plans**

The State Council for Higher Education in Virginia (SCHEV) has articulated strategic goals in its "Advancing Virginia Through Higher Education - The Systemwide Plan for Higher Education in Virginia." SCHEV strategic goals focus on accommodating student demand, research, and instructional quality. The Plan's three specific strategic goals include:

- Accommodate at least 38,000 additional students,
- Increase Virginia's national standing in sponsored research, and
- Enhance the Commonwealth's commitment to instructional quality.

Recognizing the statewide challenge for managing enrollment demand across the Commonwealth, Old Dominion University has proposed a strategy which can accommodate a third of the projected 38,000 new higher education students by 2010. We proposed to the Commonwealth that Old Dominion University will commit to enrolling 10,000 to 12,000 additional students over the next five years with a \$20 million State investment. Old Dominion University can accomplish this strategic initiative by converting the summer school into a regular semester as well as through collaborative distance learning courses at community colleges and through a major initiative in asynchronous design program delivery which could lead to the creation of "e-Dominion University." Old Dominion University has creatively crafted this proposal in the spirit of providing a viable strategy for Commonwealth policymakers. As the demand for higher education across Virginia is exploding, Old Dominion University has articulated a strategy that can respond to the Commonwealth's higher education growth demands at a cost which is substantially less than has been currently accomplished on a per in-state full-time equivalent basis.

The Commonwealth aspires to increase Virginia's national standing in sponsored research. Recognizing university research provides a bridge to regional and state-wide economic prosperity and the development of new scholars and researchers, Virginia advocates strategies to: recruit, develop, and retain top research teams; increasing access to new and existing sources of federal research support; and, promoting the commercialization of intellectual property.

Old Dominion University established a separate Office of Research and charged the Interim Vice President for Research with the responsibility to increase current University research efforts and, of course, to promote focused efforts where the University can advance major research contributions with economic growth potential. The University certainly has a long track record of success in research including collaborative efforts with NASA, the Thomas Jefferson Lab, the Defense Department, and many more. Recent efforts include collaboration with the Eastern Virginia Medical School and the Center for Bioelectrics. The University is investing in the Office of Research's efforts to support the Grid and Cluster Computing Institute and the School Program Assessment and Research Center (SPARC) initiatives. Old Dominion University will continue to promote a greater research agenda and collaborative models that enhance knowledge growth and diffusion and promotes economic development.

Old Dominion University remains committed to the strategic commitment of sustaining and enhancing instructional quality. Targeted investment and budget resource allocation always utilize instructional quality as our premier principle in how we lead and guide the University. Budget allocations for FY2004 add new faculty in critically needed areas following the biennium general fund reductions across the Commonwealth. Old Dominion University certainly employs multiple strategies to insure that these decisions promote the outcome of student learning. The University's high-quality faculty is evident in the frequency of recognition by SCHEV and in the fact that Old Dominion moved from the fourth to the third category of national rankings by the U.S. News and World Report. Numerous strategies including student assessment, learning communities, learning technologies, and re-accreditation speak to the University's ongoing and strategic commitment to instructional quality.

## PROGRAM AND POLICY DIRECTIONS FOR 2003-2004

The following Program and Policy Directions for 2003-2004 represent a number of significant initiatives which enhance the current programs and services of the institution and launch new activities in response to emerging opportunities consistent with the Strategic Plan. The scope of these directions is significant and represents the University's efforts to advance and improve the institution despite the impact of a constrained resource environment. Much of this has been done through the reallocation of existing resources. As the overview to this Budget and Plan notes, the University has focused its resources upon ensuring the quality of instructional programs and restoring direct service to students. Other current operations and services must be curtailed due to General Fund appropriation reductions. Within this complex series of resource adjustments, the following Program and Policy Directions strive to advance the University's mission and strategies.

- Implement the University's guiding principles in the budget planning process as follows: ensure the quality of instructional programs; restore direct services for students; continue implementation of the 2000-2005 Strategic Plan; recognize students' financial capabilities and limitations; reallocate or redirect resources, where possible in support of academic excellence; and, minimize the addition of other user and service fees to students.
- Increase enrollment through more productive graduate recruitment plans, more defined and comprehensive marketing of undergraduate and graduate programs, increased programming at the higher education centers, and added programming over the Distance Learning delivery system.
- Provide the appropriate planning and academic information needed to insure the timely completion and occupation of the Engineering and Computational Sciences Building and the initial design considerations for the new Physical Sciences Building – Phase II and renovations to the Technology Building.
- Place more emphasis upon evaluating the University's progress in achieving several strategic initiatives. A more focused effort will be made to evaluate programs in achieving national prominence in selected programs of study (Strategic Initiative 4), establishing fiscal infrastructure to promote and sustain high quality research (Strategic Initiative 3), and enhance the ability to provide learning across time and geographic boundaries (Strategic Initiative 5).
- Achieve continuing accreditation status for seven years from the National Council for the Accreditation of Teacher Education (NCATE) for all of the University's educator preparation programs. Achieve accreditation, continuing or initial, for academic programs in counseling (graduate), sports management (undergraduate and graduate), recreational therapy (undergraduate), recreation and tourism (undergraduate).

- Successfully search, screen and select an exceptionally qualified faculty administrator for the following senior management position: Dean of Graduate Studies and Associate Vice President for Research, Academic Affairs.
- Provide faculty and students a wide variety of new and existing instructional technologies in the delivery of educational programs on-campus and at a distance.
- Continue to explore and develop new partnerships, alliances, and consortia in the international, military, for-profit and higher education markets and continue to further develop existing partnerships, including the highly productive partnership with the Virginia Community College System, in order to support further growth by providing technology delivered baccalaureate and graduate degree opportunities.
- Continue to promote Old Dominion University's tradition of technological leadership in distance education by paving the way for progress in new delivery models such as a digital archival/instant retrieval system, SCORM content development (web based learning), and new forms of knowledge product development.
- Implement a multi-year plan for expanding the Library's collections and information access to support enhanced research and creative output, internationalization of the curriculum, and developing distance learning programs.
- Evaluate digital technology options and implement opportunities with other area academic libraries to maximize shared resources for Old Dominion University faculty and students.
- Successfully prepare for re-accreditation of all undergraduate engineering degree programs by the Accreditation Board of Engineering and Technology (ABET) in fall 2003.
- Recruit a class of 150 students for the Honors College; continue to improve the retention program designed for the honors students, and encourage and assist students in competition for national and international prestigious scholarships. In addition to Rhodes, Truman, Marshall, Mitchell, Gates, and Udall scholarships, the Honors College is increasing its efforts in securing Jack Kent Cooke graduate and undergraduate scholarships.
- Coordinate the activities of International Programs with Graduate Program Directors in all colleges to develop a three-year international student recruitment plan and to achieve synergies in recruitment through joint recruitment travel, faculty contacts, and international alumni events.
- Develop a three-year study abroad plan for program development, promotion and

funding to sustain the current expansion of annual participation. The goal is to reach a participation level of 300 students in short term visits and 50 students in long term international studies.

- Continue a high level of participation in the Career Advantage Program (CAP) by providing students with opportunities to explore career options, to experience the work place before graduation and to engage in decision making which will assist them in making the transition from Old Dominion University to employment, graduate school or military/public service.
- Research, write, and submit a proposal requesting approval to offer a BA in Asian Studies with initial funding coming from a Title IV grant received by the College of Arts and Letters.
- Motivate students to see university as a seamless education opportunity with the potential for learning inherent in both curricular and co-curricular experiences, and to promote this learning through encouraging both active participation and reflection.
- Remove barriers and enhance the opportunities for student success and retention by creating partnerships with faculty and providing programs and services for their use.
- Provide health education designed to increase awareness of low and high-risk choices, especially those related to stress management, human sexuality, and alcohol and drug use.
- Provide students with opportunities for the development of social and leadership skills and for effective interaction with other individuals and groups.
- Provide opportunities for interaction among individuals of different cultures, backgrounds, orientations and abilities in order that they might develop an appreciation for each other, overcome stereotyped role restrictions and values cultural diversity.
- Promote a positive image of the University through quality communications, campus programs and community services involvement.
- Deploy the Web Portal in a production environment and complete phase one of the portal project, successfully transitioning the campus community to an enterprise portal with single sign on. Establish a continuing structure for portal management, including content management policies, processes, and training support, with centralized control and delegated administration capabilities appropriate for the campus environment.
- Develop phase two of portal project, focusing on the technical development of

reusable components for use across technology initiatives and on module development to transform paper-intensive processes and connecting back-end systems to web services.

- Implement technologies and support programs allowing for increased use of the web for delivering services to all customers. Continue to anticipate customer needs, deploy service recoveries, and use complaint management data to recommend service improvements to operational areas. Improve service delivery environment through the evaluation of voice and live web-based customer support tools.
- Implement improved processes and procedures for the management of asynchronous educational programs both within the administrative system (Banner) and within University policy.
- Implement PeopleAdmin, a web-based electronic recruitment and selection process.
- Assess the quality of HR customer service by conducting a web-based survey, compile and analyze the results, and use the results to enhance service delivery. Continue to support campus-wide customer relations initiatives in partnership with the Marketing Council.
- Complete and occupy the Engineering and Computational Sciences Building; complete and occupy Phase I of the Village Residence Halls; initiate and complete Phase II of the Village Residence Halls; advance the office, annex, and shopping center phases of the University Village; complete the University's Master Plan Update and the Athletics and Recreation Needs Assessment Study. Complete a number of mid-size renovations prior to the opening of the fall semester which will address a wide variety of student services requests for facilities and extended hours services.
- Improve the technology infrastructure for research, providing the network, security, and support services favorable for grid computing and other research systems throughout the primary computational science research departments. Maintain the University's presence and interest with national and regional high performance network initiatives, such as the National LambdaRail and the SURA optical network.
- Continue to enhance the technology and support for the learning environment to include computer labs, classrooms, on-line learning systems, and integration to business systems. Influence and increase the use of student-owned computers. Focus open computer labs as logical extensions of the classroom, providing for individual work and group collaboration. Expand campus classroom support and standards to higher education centers. Research new and innovative technologies for use in classrooms and online delivery.

- Continue implementation of new strategies/services for increased electronic notifications and transactions for Student Financial Aid through student e-mail and LEOonline.
- Establish a non-traditional programs unit within the Financial Aid Office to support increased asynchronous and other distance learning initiatives.
- Initiate a formal resource evaluation/financial analysis process for assessing the effectiveness and efficiency of current resource allocations and tracking proposed outcomes for reallocations/future allocations. Update the institution's financial plans and resource models.

### MAJOR ACCOMPLISHMENTS IN 2002-2003

The University has accomplished many objectives in the 2002-2003 academic year. The following summary highlights a few of the major ones.

- The final phase of the University's reaffirmation of accreditation process by the Southern Association of Colleges and Schools/Commission on Colleges occurred during the December, 2002 Annual Meeting of the SACS/COC Association. The Southern Association of Colleges and Schools/Commission on Colleges reaffirmed Old Dominion University's regional accreditation through 2012.
- The University recruited and selected the following faculty for senior level academic positions: Thomas L. Isenhour, Provost and Vice President for Academic Affairs (effective January 1, 2003); Chandra de Silva, Dean of the College of Arts and Letters (effective June 25, 2003); Nancy A. Bagranoff, Dean of the College of Business and Public Administration (effective June 25, 2003); and Richard Gregory, Dean of the College of Science ( effective July 25, 2003).
- Fall 2002 enrollment of **20,105** was the largest in the University's history. All colleges experienced increases in enrollment and student credit hour production.
- FY 2002 research expenditures support from grants processed through the Old Dominion University Research Foundation (for university units) amounted to \$29,049,878. This represents a 19.14% increase over the previous year's grant activity. College research expenditures are as follows: Arts and Letters, \$840,784 - up 129.7%; Business and Public Administration, \$536,714 - down 14.21%; Education, \$2,874,875 - down 0.82%; Engineering and Technology, \$12,210,843 - up 24.03%; Health Sciences, \$54,794 - up 142.49%; Sciences, \$11,033,956 - up 13.49%; and, Other, \$1,497,912 - up 65.89%.

- The University received the largest donation in its history: \$32 million dollars designated for Chairs and research from Frank Batten, the University's first rector.
- The University also received support for a number of Chairs in areas ranging from technology to the arts.
- The College of Arts and Letters celebrated the 25<sup>th</sup> Annual Literary Festival entitled The Creative Moment with over 3,300 students and community members attending the week-long festival.
- The College of Arts and Letters and faculty in International Studies and History worked with the MacArthur Memorial to host a national seminar commemorating the 50<sup>th</sup> anniversary of the Korean War. Over 300 people from across the country attended.
- The Economics Club of Hampton Roads signed up 270 corporate and individual memberships for FY 2003 speaker program. The list of distinguished speakers included alumnus John Moynihan, Principal, Berg Associates; international money laundering expert; Robert Tedeschi, New York Times technology writer; Frank Capiello, President, McCullough, Andrews & Capiello; Henry J. Aaron, Senior Fellow, Brookings Institute; Mark Zandi, Chief Economist, Economy.com; David Bernd, CEO, Sentara Health System; Gene Sperling, former National Economic Advisor and Director of the National Economic Council; Werner De Bondt, Driehaus Professor of Behavioral Finance, Driehaus Center for Behavioral Finance, DePaul University, nationally known expert on behavioral finance; Michael R. Young, Editor/contributor Accounting Irregularities and Financial Fraud, A Corporate Governance Guide, Attorney with Wilkie, Farr & Gallagher, NYC.
- The College of Business and Public Administration's Landmark Executive in Residence speaker series brought to the campus another group of highly successful corporate executives. Speakers included Debbie Fields, Mrs. Fields Cookies; Macon Brock, Jr, CEO Dollar Tree Stores; Henry Wolf, Vice Chair, Norfolk Southern; Lewis Warren, Jr, Managing Director, Salomon Smith Barney; William Drewery, All-American analyst, CS First Boston; Jeffrey Black, President, Teleflex.
- The Speech Language Pathology graduate program was re-accredited for seven years (2002-2009) by the American Speech-Language Association (ASHA).
- The Ph.D. in Community College Leadership was developed and approved by the State Council of Higher Education for Virginia.
- The Teacher Preparation Program in Physical Education was one of six undergraduate programs in the nation that earned approval by the American Alliance for Health, Physical Education/National Association for Sport and Physical Education.

- The Department of Engineering Management and Systems Engineering founded the National Center for Systems of Systems Engineering (NCSOSE), a collection of independent, nonprofit, engineering research and application organizations, government entities, and universities established in general to resolve problems, develop technologies, and direct research concerning major issues in the integration of complex systems of systems and specifically to support the Office of the Secretary of Defense's (OSD) efforts in acquisition, training, and logistics-related port security and force protection.
- The College of Engineering and Engineering Technology's Virginia Modeling, Analysis and Simulation Center (VMASC) began the development of the VMASC Battle Lab, the world's first university operated battle lab that can simulate chains of complex situations for business and military agencies. The Battle Lab is funded by a \$904,000 Old Dominion University and Commonwealth Research Technology Fund grant.
- The College of Engineering and Engineering Technology awarded the first Ph.D. degree in engineering modeling and simulation. The program is one of only a handful in the world.
- Old Dominion University and Eastern Virginia Medical School, frequent partners in education and biomedical research ventures, launched a joint program to advance the use of modeling and simulation in medicine. The National Center for Collaboration in Medical Modeling and Simulation was recognized by Congress and provided with initial funding through the Department of Defense. The center will seek additional public and private funding as it works to develop, validate and commercialize ways to enhance medical training and care.
- The College of Engineering and Engineering Technology established the Center for Bioelectrics. A \$500,000 grant for the build-out of the Center was provided by the Department of Health and Human Services through the Health Resources and Services Administration. A \$5.0M MURI Grant on Bioelectrics was awarded to the Center by the Air Force Office of Scientific Research. The MURI consortium, which is led by Old Dominion University includes EVMS, MIT, Washington University, University of Wisconsin, and the University of Texas Health Science Center.
- Several new programs were initiated in the College of Health Sciences. A Doctor of Physical Therapy degree program was implemented to replace the Masters of Physical Therapy, a TELETECHNET graduate and web-based M.S. in Community Health with a focus on Health Care Management was started, and a new concentration was initiated in the M.S. in Nursing on Women's Health Nurse Practitioner.
- The Master of Science in Nursing (Pediatric Nurse Practitioners) program received an extended five-year recognition from the National Certification Board of Pediatric Nurse Practitioners based on pediatric nurse practitioner graduates 5 year 100% pass rates on

the certification examination and program quality. ODU's program is one of only several in the country to receive this recognition.

- The College of Sciences took final delivery and held the christening of the 55 foot R/V Fay Slover, Ocean, Earth and Atmospheric Sciences' new research vessel. The Fay Slover is a platform for the use of modern technology to sample the lower Chesapeake Bay and coastal waters.
- The Honors College admitted a freshman class of 172 students for a total of 525 students participating in the program. This year's class included 8 International Dominion Scholars.
- Distance Learning hosted a virtual graduation ceremony for the first 26 Navy officers to complete the master of Engineering Management Degree Program delivered through asynchronous technologies (CD-ROM media). The program was broadcast live from the Old Dominion University campus over the University's TELETECHNET network, the Navy's video conferencing network, and to an aircraft carrier at sea. The event was the first of its kind involving Navy personnel and received widespread coverage in print and broadcast media.
- Distance Learning, in partnership with the College of Education successfully developed the first two high quality, media rich, online degree programs with Department of Labor funding provided from a local economic development organization.
- Distance Learning achieved a significant milestone in the graduation of over 2,500 students enrolled in TELETECHNET programs.
- The Library's Instruction Program provided the university community with quality instruction aimed at developing an understanding of the organization of knowledge, information access, and the research process. For FY2002-03, 10,655 participants attended 386 sessions, a 13% increase in participants from 2001-2002.
- Perry Library now has wireless network capacity. Library users, no longer network dependent, can access the library's resources, services, and the web site with a laptop, any place in the building.
- The Library continued to enhance the use of its resources through digital technology. New resources include: a virtual reference service, "Ask A Librarian," which provides assistance with the research process, information about library services and resources. Serials Solution, serials management software, was implemented and will improve control and access to electronic journals. The software maximizes the ability to use VIVA electronic journals, ODU subscriptions, and journal aggregators. The Library's collection includes 987,382 monographic volumes and 8,441 current subscriptions.

- Six faculty and staff undertook Fulbright assignments abroad in FY2002-03, the largest number selected from a Virginia higher education institution and among the top 20 in group size from one institution in the United States. A new university faculty fellowship support policy was implemented by Academic Affairs to encourage faculty to compete for these awards.
- Additional emphasis was placed on graduate student recruiting and resulted in graduate student applications increasing by 18% in FY2003. Special emphasis was placed on follow-up contacts with students, greater participation in undergraduate advising events by graduate recruiters, and a closer coordination by Graduate Studies personnel in recruiting activities with the University Committee on Graduate Recruitment and Orientation, the Admissions Office, and Graduate Program Directors.
- Old Dominion University signed international agreements with seven new global partners, including the University of Stuttgart (Germany), the Turkish Air Force Academy (Turkey), Middle East Technical University (Turkey), the Technical University of Lisbon (Portugal), the University of Hue (Vietnam), Assumption University (Bangkok, Thailand) and Oxford Brookes University (UK).
- The Career Advantage Program (CAP), which offers all Old Dominion University undergraduates the guarantee of a work, practicum, or classroom experience working in a “real world” setting, provided more than 5,500 students with work experiences in FY 2002.
- The Career Management Center’s web site was completely redesigned earlier this year to enhance the program’s “Virtual Career Center.” The redesign and ease of navigation encouraged extensive use of the website which had 340,792 “hits”, an increase of 15.4% over the previous year’s activity.
- The Speech Language Pathology graduate program was re-accredited for seven years by the American Speech-Language Association.
- ODU’s Spring Break Abroad 2003 saw 75 students and five faculty travel to Germany, London, and Rome. This was the largest number of students in the history of the program traveling abroad for academic credit over Spring Break.
- The University Marketing Department was created during the 2002-03 academic year for the purpose of coordinating University-wide marketing decisions, external presentations and institutional branding. This step included hiring a marketing coordinator, establishing a University-wide marketing council and creating an off-campus marketing advisory board to facilitate communication between Old Dominion and the local business community.
- The licensing department within Institutional Advancement made great strides

showcasing the new athletic logo. The number of retailers carrying Old Dominion products increased from three to 18. University products now can be found in 26 locations in five cities.

- The Office of Special Events coordinated the International Colloquium on Military History as well as more than 100 other significant events and activities held on campus. More than 250 people from 28 countries attended the history colloquium.
- The Office of Special Events also coordinated the christening of the RV Fay Slover, the announcement for the National Center for System of Systems Engineering, the grand opening for the Ted Constant Convocation Center and the annual Founders' Day celebration.
- The Office of Alumni Relations and the Alumni Association Board of Directors have embarked on a project to convert the Public Safety Building into an Alumni Center and offices.
- The Office of Alumni Relations and the Alumni Association successfully negotiated a multi-year contract with the credit card company, MBNA. Proceeds from the credit card will support the renovation of the Public Safety Building and provide funding for other alumni programs.
- The Office of Alumni Relations hosted the second annual Campus Illumination, reorganized the MPA/MUS, Crew and Filipino-American chapters, began the chartering process for a Communications Chapter, and coordinated alumni reunions for Mace and Crown, Physical Therapy, Cheerleaders and Black Alumni Council.
- The Old Dominion University Student Ambassador program (under the director of the Office of Alumni Relations) planned and hosted the annual national meeting of the Student Advancement Programs Conference. More than 500 students from 39 schools attended the conference.
- The Monarch Copy Center continued to provide high-quality service, handling more than 4 million copies for 30,000 customers on the main campus and at the higher education centers.
- The Office of Publications produced more than 200 promotional brochures, invitations and publications including: *Quest*, and the *Old Dominion University* magazine, the State of the Region Report, the Development Annual Report, all admissions recruitment publications, and displays at Norfolk International Airport and the Constant Center. Several of these, including *Quest* and the Development Report, won national prizes.
- The Office of University Relations produced 14 issues of *The Courier*, a newspaper for faculty and staff, plus the annual Year in Review publication, the Campus Facts

brochure, two semester events calendars and the annual University Video.

- More than 450 events on and off campus were photographed for internal and external publications, such as *The Virginian-Pilot*, *the Daily Press*, *the Richmond Times-Dispatch* and *Aviation Week*.
- The University moved up one tier in the U.S. News and World Report rankings.
- The \$900 million Higher Education General Obligation Bond Referendum passed with a 73 percent of the vote, bringing nearly \$45 million to Old Dominion for desperately needed renovations and new construction. Vice President John Broderick served as one of the five statewide regional coordinators for the campaign.
- Old Dominion brought a number of elected officials to campus, including U.S. Senators John Warner and George Allen, Congressmen Ed Schrock, Randy Forbes and Bobby Scott, Governor Mark Warner and Attorney General Jerry Kilgore. In addition, the Joint Commission on Science and Technology, the House Appropriations Committee and many state legislators and their aides spent time on the campus.
- During the 2003 General Assembly session, Old Dominion garnered \$245,000 in operation and maintenance funding for the new Engineering and Computational Sciences Building and \$140,000 to restore the Paul D. Camp TELETECHNET site.
- Also during the session, the University successfully worked to amend the proposed 5 percent tuition cap, reduced its reductions to research and public service centers from \$534,100 to \$290,103, maintained a sales tax exemption for its Research Foundation, helped to pass legislation that defines hazing and worked to ensure passage of decentralization legislation, which will allow ODU more autonomy in areas such as human resources and procurement.
- The Office of Admissions produced several technological enhancements improving service to prospective students. An application status check now allows students to monitor the progress of their application, including tracking missing information. Meanwhile, the establishment of Monarch Transfer-mation, an innovative and dynamic online transfer equivalency guide, allows students and advisors to research how courses will transfer into ODU from virtually any other college or university in the United States.
- In the area of recruitment for the fall class of 2002, the number of freshmen with distinction admitted increased by 34 percent, the number of freshmen applications increased by 15 percent to the highest level in 13 years, the number of transfer applications increased by 20 percent to the highest level in University history, and the number of freshmen enrolled increased by 7 percent. Freshman also showed an increase in both GPA and SAT average.

- The Maglev demonstration project was featured on the History Channel, while testing of the Wright Flyer reproduction at the wind tunnel garnered media attention from the Discovery Channel, the Associated Press, *Aviation Week*, and media outlets in Spain, Australia and Germany.
- *The Chronicle of Higher Education* featured Old Dominion University's quest for a new motto, while faculty experts were featured in *USA Today*, *The New York Times*, *The Washington Post*, *The Chicago Tribune*, *Los Angeles Times*, CNN, ABC, CBS, NBC, MSNBC and NPR.
- The University began its first marketing program to develop a unified image and to ensure that University regalia are available in many outlets across the region.
- Student Services received three top awards at the state conference for housing/residence life officers -Best New RA of the Year, Best Programmer of the Year, and Most Spirited Delegation.
- Student Services provided an extensive and diverse array of outreach programs through Personal, Community and Academic Issues Series as well as in response to requests from student groups and classes.
- Student Services implemented assessments for approximately 90% of all programming.
- Student Services academic advisor service achieved a 99% approval rating and the PREVIEW orientation received a 97% approval rating.
- Student Services provided employee recognition to division employees including a stress-free zone program for faculty, staff and students.
- Student Services experienced an increase in the number of new students registered with Disability Services from 119 in 2002 to 144 in 2003, which represents an increase of 21% over last year's figures. The number of faculty consultations increased by 41%.
- Student Health Services experienced a 13.7% increase in clinical visits for the twelve months ending April 30, 2003.
- Student Health Services received a full three-year reaffirmation of accreditation from the Accreditation Association for Ambulatory Health Care and scored 100% in the laboratory on all proficiency testing challenges.
- Student Services received a National Association of Foreign Student Advisors grant to create a global focus for the Women's Institute for Leadership Development program.

- Student Services published the Basic Emergency Operation Plan and participated in the Metropolitan Medical Response System Public Health Committee in planning for biological terrorist threats.
- Upward Bound provided a unique College Tour and Cultural Enrichment Experience to Canada for the students and is successful in retaining over 90% of the enrolled participants.
- Student Services continued work on rescue of failing developmental math students by intervention counseling and tutoring, resulting in the salvation of 50% of those who would have failed 097 or 098.
- Student Math Services collaborated with the Dean of Sciences to improve mathematics preparation for freshmen.
- Spirit, pride and tradition were enhanced through various projects from "theme nights" at the basketball games, to Spirit Fridays.
- Student Services successfully held the first Homecoming concert in the new Ted Constant Convocation Center with over 3,000 people in attendance.
- Monarch Maniacs were created with 600 participating to increase school spirit and attendance at games.
- The Greek-lettered community membership increased over 14% from Spring 2002.
- The production of *Willow Song: In Memoriam* was supported along with training and support to the actors on how to handle questions about abusive relationships.
- The Hugo A. Owens African American Cultural Center enhanced collaborative connections with the surrounding community by hosting the first annual Black Art Show featuring several local artists' works, and The Thurgood Marshall Stamp Unveiling at the Convection Center.
- Four Heritage Month/Seasons months devoted to educating the ODU and surrounding community about the accomplishments and history of the Asian American, Latino/Hispanic, Natives American and the GLBT cultural groups involved over 1,000 participants.
- Cultural performances and ethnic food were infused into the Mainstreet organization fair.
- Recognition was received for the University's commuter programs for the fourth consecutive year from the American College and Personnel Association.

- Student Services, in conjunction with the Offices of Administration and Finance, assisted in the planning for the construction of new residence halls to be located in the University Village.
- The Men's Center Without Walls to assist in the retention and graduation of male students, our most at-risk population was implemented.
- In cooperation with Facilities Management, Student Services used ecosystems survey results to enhance the campus environment.
- Student Services received two grants from the U. S. Department of Education; one to help 32 Student Support Services students defray the cost of tuition and attend summer school and the other for technology.
- Student Services enhanced services by extending Writing Center hours and witnessed continued improvement in student writing.
- Student Services received two grants to support Health Education for the Great American Smokeout and a Virginia ABC College Community Partnership Grant to reduce underage and high-risk drinking.
- Anna Tunnicliffe won the ICSA Singlehanded National Sailing Championship.
- Nataly Cahana reached the finals of the Riviera ITA Tennis Championships for the second straight year. The doubles team of Zoltan Csanadi and Izak van der Merwe reached the finals of the Omni Hotel Indoor Tennis Championships.
- Successful participation in NCAA competition included: Field Hockey reaching the semi finals and Men's soccer, the NCAA second round.
- CAA team championships were won in field hockey and women's basketball.
- Tiffany Snow became the sixth Honda Award winner in school history.
- Beth Anders was named CAA Field Hockey Coach of the Year.
- CAA Players of the Year included: Tiffany Snow (Field Hockey), Attila Vendegh (Men's soccer).
- All-American honors were bestowed on: Tiffany Snow (Field Hockey), Angie Loy (Field Hockey) and Melissa Leonetti (Field Hockey).
- 13 student athletes earned Academic All-American honors: Attila Vendegh (Men's

Soccer);Janelle Engle (Field Hockey), Cora Gerardi(Field Hockey), Melissa Leonetti (Field Hockey), Jenna McLane (Field Hockey), Lynn Farquhar (Field Hockey), Mary Gordon (Field Hockey), Angie Loy (Field Hockey), Katie Moyer(Field Hockey), Marybeth Freeman (Field Hockey), Tara Herrmann (Field Hockey), Becky Loy (Field Hockey), and Tina Walker (Field Hockey).

- Graduate Sally Barkow ('02)and senior Debbie Capozzi won the three-person keel boat title and are ranked second on the U.S. Sailing squad. Barkow is a finalist for U.S. Sailing Yachtswoman of the Year.
- 1988 graduate Mike Martin is a finalist for U.S. Yachtsman of the Year.
- Graduates Mimi Smith and Jill Reeve are members of the U.S. National Field Hockey team. Tiffany Snow is a member of the U.S. Under 21- National Field Hockey squad.
- Administrative Services responded to over 209,000 service requests from students, parents, alumni and campus customers. The loss of three service positions due to budget reductions created a challenge met by a review and reprioritization of service offerings. The continuing shift in service demand toward a web-based self-service model enabled staff resources to be better focused on customer priorities through assisting with general information, clarifying university policies and procedures, informal complaint resolution, problem solving, recommending effective communication methods, brokering issues with campus offices, and providing referrals to available university resources.
- Cooperating with the University Advisory Committee on Technology, an e-business strategy and framework for the delivery of quality administrative services and student support was adopted. The framework will help the University meet the challenges driven by technological advances and the rising expectations of both internal and external customers and provide a context for setting priorities, making resource decisions, and for allocating administrative investments. Major themes include: security, standards-based infrastructure, integration, business assessment and analysis, compliance, enhanced customer service and evaluation. Further, the framework provides the common building blocks for e-business that will help to accelerate and coordinate efforts to deliver online services.
- In collaboration with University stakeholders, an evaluative process led to the purchase of Vignette Application Portal software to provide Old Dominion with powerful enterprise portal management capabilities. The portal is key to unifying the digital assets of the University and creating a central connection point for the campus community. Hardware and software are being installed and a preliminary plan has been developed. The portal program will be a continuing part of the University's service-delivery foundation.

- The University adopted a policy on Electronic Messaging for Official University communications, another step in providing an environment that fosters the use of electronic communication and e-business.
- Working with the University Advisory Committee on Technology, an extensive e-business inventory was launched and is nearing completion. In addition to cataloging the numerous web-based services and electronic offerings, the analysis is addressing the best approach for technology use and applications. Change management issues and the potential impact for customers, employees, and other stakeholders are identified.
- The University continued development of distributed reporting to the Colleges; began evaluation of gradebook tools for faculty use; successfully implemented two version releases of the Banner administrative system; additional self-service options were provided to students withdrawing from classes and for viewing grades for courses in progress; relocated academic scheduling office and military student services unit to the Office of the University Registrar; surveyed student body during registration regarding overall service quality provided by the Registrar's Office; worked with International Student Services to implement federally mandated SEVIS (Student and Exchange Visitor Information System) as required by federal law.
- The Ted Constant Convocation Center was opened with a month-long series of activities, including dinners; luncheons; men's and women's basketball games; concerts with the Counting Crows, Roberta Flack and the Virginia Symphony; open houses; and a wide variety of events. "The Ted" has quickly become the destination of choice for Hampton Roads for all sizes of meetings, events, and receptions for all types of groups and organizations from throughout the region and state.
- Staff renovated the South Cafeteria of Webb Center into a comfortable eating and meeting place for the entire campus and the surrounding community. A new Cyber Café was also added in the North Mall of the Webb Center. The opening of the University's Technology Store provides excellent pricing on hardware and software (and support/maintenance) for students, faculty, and staff.
- Two Starbucks retail outlets were opened in Webb Center and BAL. Additionally, a Sushi Bar and other menu options have been added in Webb Café.
- The University achieved the Commonwealth Management Standards for the eleventh year in a row, and received an unqualified opinion from the Auditor of Public Accounts on the University's financial statements for FY02.
- The University Administration oversaw the difficult process of reducing operating budgets in response to the General Fund reductions for FY03 and FY04. Final reductions were focused upon support areas and layoffs which reduced the impact upon the Colleges and the instructional program. During the budget reduction process, the

Office of Human Resources consulted with managers on various options to reduce personal services expenditures; ensured proper application of relevant policies; trained managers on how to deliver the news to employees; prepared all correspondence and severance benefits information; briefed affected employees and coordinated outplacement assistance with Career Management, VEC, VRS, and Magellan Behavioral Services; conducted individual briefings with affected employees; provided extensive placement assistance; and tracked recall and placement process.

- The University implemented the Banner Applicant Tracking module which eliminated dependence on a stand-alone system; developed several inquiry forms to streamline processes and make data more easily accessible to users; developed data integrity systems to audit HR transactions and ensure accuracy of data entry; completed EEO reporting; tested electronic approvals for wage employee continuance; and initiated the assessment and application of Events Management to track training programs and data.
- Human Resources expanded supervisory training: developed a curriculum for supervisor orientation; conducted one-on-one supervisory orientation meetings for new department chairs; developed and delivered five sessions of “Understanding Your Responsibilities as a Supervisor” for 112 participants; conducted seven sessions on performance management training for 80 participants; delivered training on the Grievance Procedure and on Conflict Resolution; conducted AEER refresher sessions for all Administration and Finance departments and offered quarterly training for new hires; facilitated the completion of service standards for Parking Services; and developed a web-based assessment instrument to assess customer satisfaction.
- Human Resources used technology to make training programs, policies and benefits information more accessible to employees: re-designed and updated the web page; implemented Leave and Time and Attendance Management as an e-training module; and developed a separate section on the web page to provide employees with information related to layoffs, severance and career transition assistance during the position reduction process.
- Human Resources conducted the VSDP Open Enrollment for all VRS participants not currently in VSDP. Developed information packets and delivered special information sessions. Tracked and processed required paperwork, which resulted in 100% of the eligible classified employees and 92% of the faculty completing the required forms.
- Human Resources developed Benefits 101, a primer to assist employees with benefits management; product should be delivered by the beginning of April.
- The Financial Aid Office processed 27,000 application and change records for student financial aid, 13,000 student loan applications; offered over \$100 million to 11,500 students and disbursed over \$70 million in federal, state, and/or institutional grants, loans, and scholarships to over 9,500 students. Over 36,000 additional financial and

legal documents were reviewed and processed by financial aid staff as part of the aid delivery process.

- The Department of Materiel Management, with the assistance of OCCS, began a phased implementation of Virginia's end-to-end procurement solution, eVA. Old Dominion was the first university in Virginia to adopt this system.
- The Environmental Health and Safety Office (EHSO) oversaw inspections by state and federal regulators for the hazardous waste, radiation protection, air permit, and underground storage tank programs, with no significant findings of non-compliance. The EHSO coordinated the disposal of 300 pounds of non-regulated chemical waste, 2 pounds of controlled substances, 40 pounds of lead waste, and numerous gas cylinders at minimal cost to the University. The EHSO was awarded free-training assistance by the Virginia Department of Human Resource Management in support of the University's Workplace Safety program.
- The Office of Computing and Communication Services improved the campus network and server infrastructure with life cycle replacements of hardware systems and upgrades to core software systems. These improvements included the campus email system, providing increased capacity to support email for all admitted students versus registered students. The general-purpose file server infrastructure was consolidated with high-capacity hardware. Upgrades to the general-purpose file server software systems were also completed providing improved reliability, security, and serviceability. A system allowing access to files stored on campus servers through the web was implemented. The network infrastructure was improved through hardware replacements in BAL, Crittenton Hall, Kaufman Hall, Koch Hall, and Nuclear Physics. In addition, the wireless network was extended to Webb Center, the Library, and the Education Building. A new bandwidth management program in the residence halls, which provides for fair use of network bandwidth was implemented. A Cable TV system was also implemented for the residence halls. The campus fiber infrastructure was enhanced in several locations to include the initial phases of the Village.
- The Office of Computing and Communication Services installed technology systems in the new Ted Constant Convocation Center. This included the network infrastructure, telecommunications, and mediation of the special purpose room. In addition, OCCS led the engineering and integration of the scoreboard, Cable TV, and audio systems throughout the building.
- Several key business and administrative systems were upgraded and enhanced. The hardware supporting the Banner information system was replaced providing increased redundancy and capacity. In addition, a key upgrade to Banner was also successfully implemented. An online transfer equivalence system was implemented allowing students to view transfer equivalent courses from other institutions in the country. The hardware for the portal environment was procured and installed.

- Several other new business services were implemented throughout the campus. An on-line credit card payment system was implemented for tuition payment. A campus-wide web-based event calendar application was developed and implemented. The calendar provides multiple views and search capability for an event by sponsor and location. An on-line telecommunication request and tracking system with workflow approval was developed and implemented. Several specialized online systems were developed and implemented to include the Dean evaluation system and the NCATE application for the College of Education. In addition, a solution for special objective-based scoring of Semester Achievement exams for Math 102/Math 165 students was developed to meet reporting requirement for SCHEV.
- A seven-year replacement plan was developed for campus and higher education center classrooms. Over 3,500 technology deliveries were made to classrooms. Three campus general-purpose computing labs were upgraded. An equitable pay-for-print solution for campus and departmental computing labs was researched and developed to manage the current print volume of 5 million pages per year. Support for the Blackboard learning environment was expanded for the 280% growth of courses from the Spring of 2002.
- Direct support for faculty was expanded through the TSP program providing direct UNIX support in the Colleges of Engineering and Sciences and GIS support for the campus.
- A technology store was opened in Webb Center providing accessible and affordable technology to students.
- A new technology-training program was developed providing 9 new courses for the campus.
- Several mediated classrooms enhancements were completed as follows: six mediated classrooms upgraded; upgraded event auditorium in Mills Godwin Building 102 for use as a large lecture hall; implemented system to remotely support technology in the classrooms; and implemented system to track use of equipment in classrooms.
- The Department of Facilities Management provided project management and other services to a wide variety of projects and programs which include: coordinated completion and occupancy of newly-renovated Constant Hall for the College of Business and Public Administration, the Ted Constant Convocation Center, the Convocation Center Parking Structure, the Surface Lot located just north of the Convocation Center, the University Village Utilities and Infrastructure project; advanced the design and construction management for the Engineering & Computational Sciences Building; advanced a University Master Plan Update initiative and a Needs Assessment Study for the Athletics and Recreation Departments; and

advanced a pre-schematic study for the renovation of the Technology Building for the School of Health Sciences and the Theatre located in that facility.

- Facilities Management performed significant smaller renovations to existing facilities for priority instructional, research, and support needs of various departments; assisted American MagLev Technology with the on-going development and construction of the MagLev Transportation Demonstration Project; restructured the Operations Department to account for reduction of 31 staff members due to Commonwealth mandated budget reductions; and restructured Maintenance Reserve and Regulatory Compliance methodology to stretch existing funding in addressing more needs and initiated and/or completed 32 small projects.
- The Financial Aid Office supported the University's recruitment and outreach efforts by investing over 450 staff hours at Open House events, High School Financial Aid Nights, Preview, scholarship events, and organizational requests. In Phase II of the transition to student correspondence via email, the office received hundreds of positive responses. Challenges resulting from the changing needs of students and accommodating the increased demand for financial aid resulting from the current economic situation have created additional opportunities for operational reviews. Staff continue to win certificates and awards for exemplary customer service.

## **FACULTY AWARDS AND NATIONAL RECOGNITION**

THOMAS R. ALLEN, JR., Associate Professor of Political Science and Geography, was selected as the only U.S. delegate to the Arctic Council Workshop, Northern Timberline Forests, in Rovaniemi, Finland in 2002. He represented and reported U.S. science interests in Arctic treeline forests to the National Academy of Sciences, Polar Research Board.

DANA BURNETT, Vice President for Student Services, received an Indiana University distinguished alumnus award for demonstrating commitment to excellence in administrative leadership, scholarship, service to the profession and compassion and concern for students and colleagues.

SUSHIL K. CHATURVEDI, Department Chair and Professor of Mechanical Engineering, was awarded the 2002 Professional Achievement Award by the Asian Pacific American Heritage Organization (APAHO) for his sustained contributions as an educator and researcher and for the services he has rendered to his profession.

JOHN B. COOPER, Associate Professor of Chemistry and Biochemistry, was awarded Patent Number US 6,507,401 B1 - Apparatus and Method for Analyzing Fluids.

WALTER F. DEAL, III, Associate Professor of Occupational and Technical Studies, received the Special Recognition Award for Service from the International Technology Education

Association for his sustained record of outstanding service to the field of technology education.

DENNIS E. GREGORY, Assistant Professor of Educational Leadership and Counseling, was awarded the D. Parker Young Award by the Association for Student Judicial Affairs in recognition of outstanding scholarly and research contributions in the area of higher education law and judicial affairs.

MOOL C. GUPTA, Director, Applied Research Center, was awarded Patent Number US 6,448,700 B1 - Solid Diamond Field Emitter.

LAURA J. HARRELL, Assistant Professor of Civil and Environmental Engineering, received the Faculty Early Career Development (CAREER) Award from the National Science Foundation for her project titled "Career: Toward Efficient Evolutionary Algorithm Methodologies for Surface Water Systems Management." The CAREER award is NSF's most prestigious honor for junior faculty members.

THOMAS ISENHOUR, Provost and Vice President for Academic Affairs, received a 2<sup>nd</sup> runner up award from the Henrico Theatre Company's one act playwriting competition. Provost Isenhour's one act play titled "Dad" was produced by the theatre group in February 2003.

CYNTHIA M. JONES, Professor of Biological Sciences, was named a Virginia Outstanding Scientist by Governor Mark Warner and was introduced to the General Assembly on February 18, 2003. Governor Warner recognized Dr. Jones for her creativity, contributions and dedication in the field of science.

OTTO B. MARTINSON, Professor of Accounting, was selected by the Institute of Management Accountants to receive its R. Lee Brummet Award as the organization's outstanding educator. Nominees for the award are evaluated on their promotion of management accounting, teaching, scholarship, and community service.

ROBERT M. MCINTYRE, Associate Professor of Psychology, is on leave at the Defense Equal Opportunity Management Institute for 2002-03 and was awarded the Colonel Shirley S. Bock Chair, an honor for visiting scholars.

BERHANU MENGISTU, Professor of Urban Studies and Public Administration, received a Fulbright Senior Specialists grant to Addis Ababa University Faculty of Business and Economics in Ethiopia in the summer of 2002.

ZIA RAZZAQ, Professor of Civil and Environmental Engineering, was nominated and listed for a record fourth time in Who's Who Among America's Teachers. He was recognized for contributions made to the education of the nation's youth and was acknowledged for excellence as a distinguished educator.

PHILLIP A. REED, Assistant Professor of Occupational and Technical Studies, was named a 2003 Leader to Watch by the International Technology Education Association. He also received the Silvius-Wolansky Outstanding Scholarly Publication in Technology Education Award from the Council on Technology Teacher Education in 2003. The award is presented annually by the Council to an author whose scholarship has enhanced the technology education profession.

SHERI R. REYNOLDS, Associate Professor of English and the Perry Morgan Chair in Southern Literature, was selected as a 2003 SCHEV Outstanding Faculty Award Winner. The SCHEV Outstanding Faculty Awards are one of the Commonwealth's highest honors for faculty at Virginia's public and private colleges and universities. The award recognizes superior accomplishments in teaching, research, and public service. Professor Reynolds also received Chowan College's Mary Frances Hobson Prize for Distinguished Achievements in Arts and Letters.

JOHN M. RITZ, Department Chair and Professor of Occupational and Technical Studies, received an Academy of Scholars Citation from the Virginia Technology Education Association in 2002 and the Educational Exhibitors Association - SHIP Hall of Fame Award, International Technology Education Association, for professional scholarship. The award is given to recognize continued scholarship in the field of technology education.

ROSEANN RUNTE, President, received the Order of Canada, the Queen Elizabeth Silver Jubilee Medal, honorary life membership in the Canadian Commission for UNESCO.

ROCCO SCHIAVILLA, Professor of Physics, was elected as a Fellow of the American Physical Society. Only half of one percent of the members of the American Physical Society are elected as Fellows in any one year.

KURT H. SCHOENBACH, Professor of Electrical and Computer Engineering, was awarded Patent Number US 6,433,480 B1 - Direct Current High-Pressure Glow Discharges.

THOMAS J. SOCHA, Associate Professor of Communication and Theatre Arts, and Corey Staten, an undergraduate major in communications, received the Top Debut Paper designation from the National Communication Association, Communication and Disabilities Caucus for their article, "Flying blind: Learning to pilot an introductory communication class as a blind undergraduate teaching assistant."

GLEN SUSSMAN, Department Chair and Associate Professor of Political Science and Geography, received the Outstanding Teaching in Political Science Award from the American Political Science Association and Pi Sigma Alpha in August 2002.

LEPOSAVA VUSKOVIC, Professor of Physics, was elected as a Fellow of the American Physical Society. Only half of one percent of the members of the American Physical Society

are elected as Fellows in any one year.

COLM T. WHELAN, Department Chair and Professor of Physics, has been approved for a doctorate of science by the University of Cambridge. This type of higher doctorate is given in recognition of a substantial body of published work and only a small number are awarded in any academic year.

CARL W. WHITHAUS, Assistant Professor of English, received the Hugh Burns Dissertation Award from Computers and Composition, 2002, for the best dissertation completed during 2000-01 in the field of computers and writing.

HAROLD S. WILSON, Associate Professor of History, has been recognized for his book, "Confederate Industry: Manufacturers and Quartermasters in the Civil War." The book was chosen as an alternate selection of the History Book Club. It also is the March 2003 selection of the First Edition Book Club of the Blue and Grad Education Society and was nominated by the Library of Virginia in the nonfiction category for its 6<sup>th</sup> Annual Library of Virginia Literary Awards.

YIN XU, Assistant Professor of Accounting, has been named the 2002 Vangermeersch Award winner by the Academy of Accounting Historians. The award recognizes the achievements of new faculty in historical research of the accounting field.

## BUDGET SUMMARY

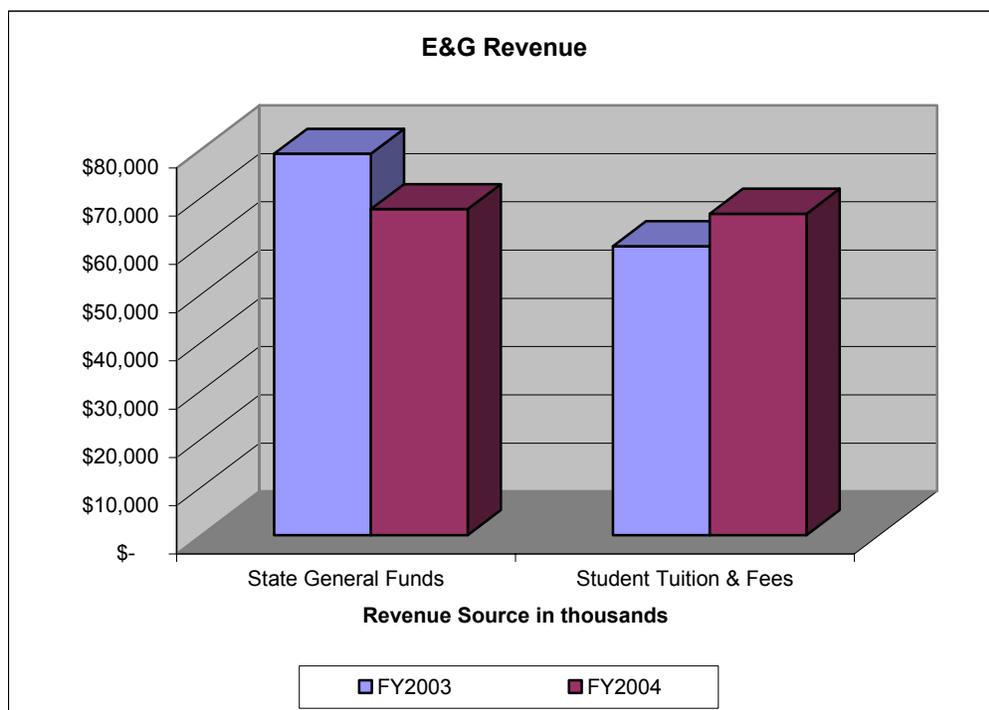
This section provides an overview of the University's 2003-2004 operating budget. Some significant elements in the proposed plan are presented below.

- The budget is based on conservative assumptions related to enrollment projections, revenue calculations and expenditure estimates.
- The budget balances revenues and expenditures within the University's Educational and General programs and other operating funds and contributes approximately \$1.7 million to fund balances in the Auxiliary Services area. This fund balance contribution is consistent with planning for the use of these resources to accomplish future initiatives in that area. Adequate reserves are provided within the budget to address changes in key planning assumptions.
- As approved by the Board of Visitors at the April, 2003 board meeting, tuition and mandatory educational fees for Virginia undergraduates will increase by 6.6 percent for full-time Virginia undergraduates and 3.1 percent for out-of-state undergraduates. Likewise, in compliance with the guidance set forth by the Governor and the General Assembly, the auxiliary student fees, and room and board charges were increased slightly to cover the 2.25 percent salary adjustment and inflationary costs. Auxiliary fees increased by \$69, a 4.1 percent increase, and room and board costs increased \$134, a 2.5 percent increase. In total, tuition, fees and room and board for full-time Virginia undergraduates increased by \$438, a 4.4 percent increase.

Tuition and fees increased approximately 3.1 percent for in-state graduate students, and 3.1 percent for out-of-state undergraduates and 3.0 percent for out-of-state graduates. The increases in tuition were necessary to offset a portion of the loss in state general funds.

The proposed expenditure budget for 2003-2004 for the total University is \$262.7 million, an increase of 4.4 percent over the original 2002-2003 operating budget. This overall increase is primarily attributed to anticipated expenditures in increased student loan funds and Auxiliary Services (University Village debt service and operations of the Constant Convocation Center) despite the significant reduction in general fund appropriations. The budget consists of the following components: the Educational and General Programs budget, the Auxiliary Services budget, grants and contracts, gifts and discretionary, scholarships, and student loan funds/direct federal lending. The Educational and General Programs budget, which includes both general and nongeneral funding sources, is composed primarily of expenditures and revenues in the Instructional Programs.

The E&G budget revenue mix changed from FY2003 to FY2004 as a result of additional budget cuts for the second year of the biennium (FY04) of \$3.9 million. The chart below illustrates the dramatic shift in the University's E&G revenue mix as a result of the Commonwealth's funding actions.



As noted in the graph, general fund support for the Educational and General programs (excluding state financial aid) decreased from \$79.0 million to \$67.5 million in FY04, or \$11.5 million (17% reduction). Subsequent General Assembly actions restored the Paul D. Camp TELETECHNET site (\$139,256) and provided general funds for the partial year operation and maintenance of new facilities (\$245,744), but also reduced general fund support of \$290,103 for the Research and Public Service Centers and programs for an adjusted FY04 General Fund appropriation of \$67.7 million.

Student tuition and fee revenue increased from \$61.3 million in FY03 to \$68.5 million in FY04, or approximately \$7.2 million (11.8% increase). Based on collaborative and conservative budget decisions, the revenue generated by the tuition and fee increase was used for the following purposes:

- \$3.9 million to restore budget reductions in instructional programs, research and library support;
- \$900,000 to fund unavoidable cost increases such as insurance, leases, and technology infrastructure replacement;
- \$300,000 to provide financial support to attract and retain well-qualified undergraduate and graduate students;
- \$500,000 to provide funds to address financial needs of neediest students; and

- \$1.6 million for investments in institutional priorities and strategic initiatives, such as faculty positions (\$650,000), consolidated student labs (\$300,000), Capital Campaign (\$122,000), Admissions recruitment and Marketing (\$140,000), graduate students (\$414,000).

Auxiliary Services include activities such as Webb University Center, student housing, dining services, parking and Athletics. The proposed Auxiliary Services budget for 2003-2004 is \$39.4 million. The addition of the \$1.7 million in auxiliary funds balances will be held in reserve to comply with the State Council of Higher Education (SCHEV) guidelines on maintaining adequate reserves for operating, renewal and replacement and major renovations and program expansion.

The following table summarizes the 2003-2004 expenditure budget (in millions) and the percentage of change from 2002-2003 (**excluding the University's related foundations**):

	2002-2003	2003-2004	% Change
<b>Educational and General</b>			
<b>Original General Fund Appropriation</b>	\$ 79.0	\$ 67.7	(14.4%)
<b>Nongeneral Funds</b>			
Tuition	\$56.7	\$66.6	17.5%
Other Fees	\$1.6	\$1.9	15.5%
Other Revenue	<u>\$5.3</u>	<u>\$4.0</u>	<u>(23.5%)</u>
<b>Total Nongeneral Funds</b>	\$ 63.6	\$72.5	14.2%
<b>Total Educational &amp; General Programs</b>	<b>\$142.6</b>	<b>\$140.2</b>	<b>(1.7%)</b>
<b>Auxiliary Services</b>	\$ 35.4	\$ 39.4	11.3%
<b>Grants &amp; Contracts</b>	\$ 15.0	\$ 13.4	(10.7%)
<b>Gifts &amp; Discretionary</b>	\$ 4.7	\$ 4.3	(8.5%)
<b>Scholarships &amp; Fellowships</b>	\$ 11.9	\$15.9	33.6%
<b>Student Loan Funds</b>	\$42.1	\$49.5	17.6%
<b>Total University Budget</b>	<b>\$251.7</b>	<b>\$262.7</b>	<b>4.4%</b>

The University also benefits from the activities of four affiliated nonprofit foundations. These are the Old Dominion University Intercollegiate Foundation, the Old Dominion University Educational Foundation, the Old Dominion University Research Foundation

and the Real Estate Foundation. In addition, the Old Dominion University Alumni Association provides significant support to the University. While these foundations and the Alumni Association are not under the administrative control of the University, they do provide critical support to the institution through their independent efforts.

- The Old Dominion University Intercollegiate Foundation is primarily dedicated to raising funds to support athletic scholarships.
- The Old Dominion University Educational Foundation is a charitable organization that actively seeks private and corporate support for the educational mission of the University.
- The Old Dominion University Research Foundation aids the University in its research mission by assisting faculty in pursuing funded research and administering grants and contracts once they are awarded.
- The Old Dominion University Real Estate Foundation is responsible for land and real estate acquisitions.
- The Old Dominion University Alumni Association provides services to the University's alumni and supports the mission of the University with the assistance of former students.

During the past year, the four foundations and the Alumni Association have made important contributions to the fulfillment of the University's mission. The University's relationship with these affiliated organizations has a significant impact on future development.

**CHAPTER 2**  
**FY2002-2004 ACTIONS OF THE GENERAL ASSEMBLY**

As a result of the actions taken by the Governor and the General Assembly in the 2003 session, the University's Educational and General fund appropriation decreased from \$143.5 million in 2002-2003 to \$134.2 million in 2003-2004. Unfortunately, the only new operating budget allocation approved for the University was the partial funding for the operating and maintenance of the new Engineering and Computational Sciences Building, although the Governor and General Assembly have continued the implementation process for the Capital Budget initiative based on voter passage of a General Obligation Bond Referendum.

The following table outlines the details of the Educational and General Operating Budget for the 2002-2004 biennium as authorized by the Governor and the General Assembly in the 2003 session and highlights the funding appropriated to the University for 2003-2004, the second year of the biennium.

<b>Budget (in thousands)</b>	<b>General (State)</b>	<b>Nongeneral (Tuition/Fees)</b>	<b>Total</b>
<b>Original 2004 Appropriation Chpt 1073</b>	\$85,141	\$63,657	\$148,798
Phase I Budget Reduction FY2004	(\$8,707)		(\$8,707)
10% in Research & Public Service Centers	(\$137)	\$137	\$0
Technical Adjustments	\$436	\$697	\$1,133
Transfer Applied Research Center Funds	(\$114)		\$ 114
<u>Worker's Compensation Savings</u>	<u>(\$ 59)</u>		<u>(\$ 59)</u>
<b>Revised Chapter 899</b>	<b>\$76,560</b>	<b>\$64,491</b>	<b>\$141,051</b>
Phase II Budget Reductions FY04	(\$ 9,004)		(\$ 9,004)
<b>Revised Governor's Budget FY04</b>	<b>\$ 67,556</b>	<b>\$ 64,491</b>	<b>\$132,047</b>
TELETECHNET Site Restoration	\$ 139		\$ 139
O&M for Engineering & Computational Sciences Building	\$ 246		\$ 246
Reduction in Research & Public Service Centers	(\$ 290)	\$ 290	\$ 0
Tuition & Fee Policy Component		\$1,848	\$1,848
<b>SUBTOTAL</b>	<b>\$67,651</b>	<b>\$66,629</b>	<b>\$134,280</b>
Other Fees (general service, admissions, physical therapy, technology, capital, lab)		\$1,900	\$1,900
<b>SUBTOTAL</b>	<b>\$67,651</b>	<b>\$68,529</b>	<b>\$136,180</b>
Other Revenue (CE/PS, clinical fees, transcript fees & late fees)		\$4,005	\$4,005
<b>OPERATING BUDGET FY 2004</b>	<b>\$67,651</b>	<b>\$72,534</b>	<b>\$140,185</b>

## UNIVERSITY'S OPERATING, FINANCIAL AID AND CAPITAL BUDGET APPROPRIATIONS

The major highlights of the approved operating and capital budgets for FY2003-2004 are described in the following narrative.

### **Salary Increases**

The State budget includes funding for salary increases of 2.25 percent for state classified employees, faculty and hourly staff effective November 25, 2003. In addition, the Commonwealth has introduced health care insurance changes with the goal of managing costs in an era of ten percent health cost increases. The new plan options and features are effective July 1, 2003 and are designed to balance adequate coverage, accessibility, utilization and costs.

### **Base Budget Reductions**

The University has experienced a \$17.6 million or 20.7 percent reduction in general funds over the 2002-04 biennium. Consequently, budget planning and tuition setting for the upcoming fiscal year required a sensitivity to the financial capabilities of our students. Likewise, such a budget environment requires a concerted effort to manage the collective resource challenges. The University is particularly mindful that the Base Adequacy Funding Model for Higher Education found ODU's funding gap to be in the range of \$15 million three years ago and recent updates suggest a current figure of \$32 million.

### **Enrollment Growth**

Funding for enrollment growth was not factored into the Commonwealth's appropriations as in past years due to the extent of the statewide budget picture. Again as described in Chapter 1 of this Operating Plan & Budget, the University has submitted a strategic proposal to help the Commonwealth address enrollment demands.

### **Technology Fee**

The General Assembly provided continuing authority to Old Dominion to charge students a technology fee not to exceed, for resident undergraduate students, a one-percent increase over current tuition and required fee levels. This fee is used to fund technology initiatives at the institution. At the April Board of Visitors meeting, a tuition and fee recommendation continued the implementation of the fee at the current level. Prior to fiscal year 2001, Old Dominion had been the only doctoral institution that had not previously implemented the fee.

### **Student Financial Aid**

The House and Senate budgets recommended \$5.7 million and \$3 million, respectively, for student financial aid in anticipation of additional tuition increases. The budget conferees compromised, providing \$4.5 million for FY2004. SCHEV will determine the amount to be allocated to each institution. Old Dominion's projected share is approximately \$130,000.

### General Funding per In-State Student FTE

A preliminary analysis of the 2003-2004 general fund appropriation per in-state, full-time equivalent student reveals that Old Dominion University continues to receive less general fund support than all other doctoral institutions except George Mason University. The following analysis includes agency appropriations only. It does not include central appropriation amounts for classified salary increases or the student financial assistance appropriation.

<b>COMPARISON OF GENERAL FUNDING PER VIRGINIA FTE STUDENT (2003-2004)</b>			
<b>Institution</b>	<b>General Fund *</b>	<b>2003-04 Projected In-State Biennial FTE Enrollment</b>	<b>GF per FTE</b>
UVA	\$112,082,288	13,291	\$ 8,433
CWM	\$ 36,069,580	4,811	\$ 7,497
VCU	\$134,255,284	19,023	\$ 7,058
VPI	\$132,943,530	18,186	\$ 7,310
GMU	\$ 88,809,871	17,698	\$ 5,018
ODU	\$ 67,555,961	13,019	\$ 5,189

\* Per Budget Appropriations

### Tuition and Fee Policy

The Commonwealth's budget also amends the tuition and fee policy for higher education. The Senate and House budgets capped in-state, undergraduate tuition increases for the 2003-04 academic year at 5 and 9 percent, respectively, above the current tuition rates. After much deliberation and input from the colleges and universities, the conferees agreed to cap increases at 5 percent after annualizing the current tuition rates based on the 2003 mid-year increases. The policy allowed institutions to apply the spring 2003 increases to both semesters of the upcoming academic year and then raise tuition up to 5 percent above that level. Old Dominion's Board of Visitors has approved a tuition and fee policy that increases in-state undergraduate tuition and fees by 6.6 percent. Consistent with the budget priorities described earlier, great consistency and balance were factored into the effort to sustain the University's budget requirements and ensure students' financial accessibility.

The tuition and fee recommendations approved by the Board of Visitors in April comply with the tuition and fee guidance set forth by the General Assembly. The following table shows Old Dominion University's 2003-2004 tuition and fee charges in comparison to the other Virginia doctoral institutions.

**FULL-TIME RESIDENT UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM & BOARD COSTS (FY2003-2004)**

Institution	Tuition & E&G Fees*	Total Auxiliary Fees	Tuition & Fees	Room & Board	Total
CWM	\$3,810	\$2,620	<b>\$6,430</b>	\$5,794	\$12,224
VCU	\$3,641	\$1,228	<b>\$4,869</b>	\$6,723	\$11,592
UVA	\$4,695	\$1,269	<b>\$5,964</b>	\$5,591	\$11,555
GMU	\$3,672	\$1,440	<b>\$5,112</b>	\$5,881	\$10,993
ODU	\$3,015	\$1,913	<b>\$4,928</b>	\$5,513	\$10,441
VPI	\$4,228	\$ 867	<b>\$5,095</b>	\$4,146	\$9,241

**FULL-TIME NONRESIDENT UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM & BOARD COSTS (FY2003-2004)**

Institution	Tuition & E&G Fees*	Total Auxiliary Fees	Tuition & Fees	Room & Board	Total
UVA	\$20,715	\$1,269	<b>\$21,984</b>	\$5,591	\$27,575
CWM	\$18,596	\$2,620	<b>\$21,216</b>	\$5,794	\$27,010
VCU	\$15,985	\$1,228	<b>\$17,213</b>	\$6,723	\$23,936
GMU	\$13,512	\$1,440	<b>\$14,952</b>	\$5,881	\$20,833
ODU	\$12,165	\$1,913	<b>\$14,078</b>	\$5,513	\$19,591
VPI	\$14,162	\$ 867	<b>\$15,029</b>	\$4,146	\$19,175

\* Includes the technology fee.

**Research and Public Service Centers**

The General Assembly included \$290,103 in general fund reductions to the Commonwealth Center for Coastal Physical Oceanography (\$44,731), Ports and Maritime Institute (\$5,000), Applied Research Center (\$106,272), Lamberts Point Program (\$67,500) and the CHANCE Program (\$66,600). At one point in the budget process, cuts to these programs exceeded \$531,000.

**TELETECHNET**

The General Assembly included \$139,256 in general funds to restore budget reductions for the TELETECHNET site at Paul D. Camp Community College.

**Equipment Trust Fund**

The 2002-2004 Equipment Trust Fund provides for allocations totaling \$70 million statewide to purchase technology and other equipment. Old Dominion's share of this allocation is approximately \$2.4 million for each year of the biennium compared to \$2.9 million in FY2002. The funds will be used to support technological initiatives such as student computer lab upgrades, communications systems enhancements, obsolete

instructional equipment and faculty and staff workstations.

## **Capital Outlay**

### **Maintenance Reserve Funds**

A total of \$50 million in general funds was originally appropriated statewide in the previous biennium to fund repairs aimed at maintaining or extending the useful life of a facility, such as roofs, heating and cooling, and electrical systems. Old Dominion received \$1,475,487 in general funds in FY2001 and \$737,744 in FY2002 pursuant to a statewide 50% reduction imposed by Governor Gilmore. Unfortunately, the institution's allocation of maintenance reserve funds was reduced further to \$625,294 in FY2003 originally and then cut another 50% to \$312,647. The FY2004 allocation is \$318,672.

Maintenance reserve funds are used to repair or replace damaged and inoperable equipment, components of plant and utility systems; to correct deficiencies in property and plant required to conform with building and safety codes or those associated with hazardous condition corrections, including asbestos abatement; to correct deficiencies in fire protection, energy conservation and handicapped access; and to address other physical plant deficiencies approved by the Department of General Services.

### **Engineering and Computational Sciences Building**

A total of \$13 million in General Funds, \$4 million in FY2001, and \$9 million in FY2002, was appropriated to construct the new Engineering and Computational Sciences Building. The 1999 session of the General Assembly provided \$900,000 in planning funds. The Building accommodates Old Dominion's Departments of Aerospace Engineering, Mathematics and Statistics, Computer Science, and the central computing and communications hub (OCCS) for the institution. The 2002 General Assembly solidified Virginia College Building Authority bond financing for this capital project inclusive of needed equipment funding of \$6.6 million. The financing change brings the entire project budget to \$20.5 million to accomplish the project objectives. The General Assembly approved \$245,744 for operations and maintenance of this building in FY2004 based on a projected December, 2003 opening.

## New Capital Projects

The Commonwealth's 2002-2004 Budget proposed a major capital budget initiative to benefit higher education throughout Virginia. The Commonwealth's capital investment plan received voter approval of a General Obligation Bond (GOB) package. Old Dominion University's approved projects and Capital Implementation Plans are proceeding and the projects are as follows:

### *CAPITAL BUDGET PROJECTS*

	<i>NONGENERAL FUNDS</i>	<i>GOB BILL RECOMMENDED</i>
Technology Building Renovation		\$ 9,158,050
Batten Arts & Letter Building		\$ 9,631,552
Physical Science Building - Phase II		\$ 13,000,000
Tri-Cities Center		\$ 6,149,200
Chemistry Building Renovations		\$ 731,000
Hughes Hall Renovation		\$ 5,600,000
Land Acquisition FY 02 - 04	\$ 1,000,000	
Housing Renovations - Phase I	\$ 7,800,000	
<i>Biennium Total</i>	<i>\$ 8,800,000</i>	<i>\$ 44,269,802</i>

## CHAPTER 3 2003-2004 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2003-2004 Educational and General budget is based on the strategic program priorities that follow. The funds appropriated by the General Assembly for the 2002-2004 biennium were earmarked for continuation of services within the constraints of a \$17.6 million base budget reduction coupled with latitude in increasing tuition and fees. The Commonwealth's budget environment prevented funding of significant new initiatives. Old Dominion, like all state agencies, has previously submitted exciting and innovative funding proposals for Commonwealth funding consideration. Due to the state revenue outlook the University was not successful in attracting new funding for operating, non-capital projects. **Since no additional unrestricted state funding was allocated during the executive and legislative budget process this past spring, the only source of new funding for the University's budget included revenue generated from the modest tuition and fee increases and a reallocation of resources within each of the vice presidential divisions.** Funds were used to restore programs and services directly impacting the recruitment and retention of students and the recruitment and retention of faculty.

### UNIVERSITY-WIDE:

#### Compensation

The Governor and General Assembly included provisions for salary increases of 2.25 percent for state employees. These employees include full-time teaching and research faculty, administrators, part-time faculty, graduate teaching and research assistants, and full-time classified staff.

### INSTRUCTION AND ACADEMIC SUPPORT PROGRAMS:

#### University Professor Awards

The designation of University Professor has been established in order to recognize faculty members who are outstanding teachers. Only tenured faculty will be considered for this honor. A maximum of eight tenured faculty may be designated for the award in any one year to a four year term. University professors receive \$2,500 per year of discretionary funds to support their professional development.

#### Funding of Full and Part-Time Faculty Positions/Faculty Retention

Base salaries and seven FTE positions will be allocated to Academic Affairs for colleges and departments with the most critical instructional needs. One-time funds will be provided to enable funding of the part-time instructional needs in each of the colleges. In addition, funding will be allocated to provide some flexibility in addressing faculty salary issues and competitive salary to attract and retain faculty. Faculty promotion

funds are also included in Academic Affairs funding allocations consistent with planned faculty promotions. Funding allocations have also been made to support the colleges' re-accreditation evaluations and to provide additional graduate studies support.

### **Community College Leadership Program**

In response to an impending shortage of community college administrators and faculty members, funding has been allocated to enable the Darden College of Education to develop and implement a graduate program to address the leadership development needs of community college administrators.

### **Library Materials**

Old Dominion University's desire to promote and sustain high quality research is well documented in its 2000-2005 Strategic Plan. A strong library collection is an integral component to support such an objective. Funding will be allocated to cover the inflationary cost for maintaining journal subscriptions and adding collections during the upcoming year. This is particularly important in view of cuts to the Library in previous years.

### **Technology Initiatives**

The *University's Strategic Plan* emphasizes the significance of the availability and use of technology in support of the University's mission. The \$2.4 million in funding from the Higher Equipment Trust Fund and a reallocation of institutional resources will be used to replace obsolete instructional equipment, to address the equipment needs for lab upgrades and to fund technical equipment to be used in the mediated classrooms. The technology-based requests funded in this year's budget include:

- Technology Classrooms - One-time funding to maintain existing mediated classrooms through equipment replacement and to address general classroom repairs and renovations to these mediated facilities.
- Faculty Workstations/Academic Equipment - One-time funding to replace obsolete PC workstations and academic teaching/research equipment.
- Server and Network Infrastructure Upgrades - One-time funds to address server performance, updates/upgrades of software products, connections for new departmental labs, changes in bandwidth requirements and patterns, and network services.
- Additional Student PC Labs - In the past several years, funds had been allocated

to establish student microcomputer labs throughout the Norfolk campus. Annually, a portion of the equipment in the various labs reach the end of their useful technological life. One-time funds have been allocated to replace the obsolete equipment in these student labs. The Office of Computing and Communications Services will be operating and maintaining eleven labs with a total of 453 workstations when fall semester begins.

### **Distance Learning**

Funding allocations have been made to ensure continuation of the Paul D. Camp site that was proposed for closing during the University's budget reduction planning. In addition, allocations have been made to support TELETECHNET faculty workload payments due to growth in programs and enrollment. Finally, an allocation has been made to compensate faculty for teaching televised courses with enrollments over 60 students.

### **STUDENT SERVICES:**

#### **Program Enhancements**

Several base allocations were made to address inflationary costs related to commencement and convocation, to provide funds for additional interpreters and readers for the Disability Student Service Program, and to support multicultural conferences. Finally, the Health Center budget has been adjusted for inflationary costs consistent with the approved increase in the student health fee.

### **OPERATION AND MAINTENANCE OF PLANT**

#### **Utilities and Engineering and Computational Science Expenses**

The University has experienced uncontrollable cost increases in the past which could reoccur, and, therefore, funding contingencies must be managed to avoid rate adjustment increases. In addition, energy management systems have been installed and peak load demands controlled. Additional base funding of \$245,744 was received and allocated to cover utility, operating and maintenance costs for the Engineering and Computational Science building that will be coming online. The cost of utilities continues to be closely monitored.

## **SCHOLARSHIPS AND FELLOWSHIPS**

### **Institutional Scholarship Programs**

Central scholarship funds have been increased by \$300,000 to provide additional resources to attract qualified students. It should be noted that a portion of the approved tuition and fee rate increase for 2004 was earmarked to support this initiative which, coupled with the student assistance program, make attractive packages for students.

### **State Scholarship Program**

The University's appropriation was increased by \$248,146 in state-supported student financial aid during the most recent state budget process. The University is very mindful of the fact that the majority of our students must either work or finance loans to cover the cost of attending college.

### **Student Loan Program**

Another noteworthy change in the University's scholarship and loan programs is an increase in the amount of loan funds being expended by students. Although the number of borrowers has remained constant with the previous year, the amount of funds they are borrowing to cover the cost of their education is increasing. Some of this increase is attributed to tuition adjustments and the economic environment.

## **CHAPTER 4**

### **2003-2004 AUXILIARY SERVICES PROGRAM PRIORITIES**

The University's 2003-2004 Auxiliary Services budget reflects a total addition of \$1.7 million to fund balances for the next fiscal year. Adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for 2003-2004 and beyond. Rate and fee increases were held to a minimum and will be primarily used to fund the employee compensation increases, to address inflationary costs in auxiliary services and programs, and to fund debt service increases on non-Educational and General projects. No state funds are received to support auxiliary service operations.

#### **Auxiliary Indirect Cost Rate**

The Auxiliary Services operations are charged an indirect cost recovery rate for services provided by Educational and General operations (such as payroll processing, mail room services, purchasing and billing services). An increase in costs within these Educational and General operations has been documented in the auxiliary cost study submitted to the State Council of Higher Education in Virginia (SCHEV) in 2002. The study sets the auxiliary indirect cost rate for the biennium. The rate for the 2003-2004 year will remain at 10.32 percent despite the actual cost increase.

#### **Student Activity Fee Increase**

The student fee component of the comprehensive tuition and fee charge is used to support the following auxiliary programs and operations:

- student organizations and clubs
- intercollegiate and intramural athletics
- Webb Center and student activities
- debt service and maintenance on non-Educational and General facilities.

The Board of Visitors approved a 4 percent increase in student activity fees, which will be used to support staff salary increases, cost escalations within these programs and operations, and debt service on Auxiliary Facilities.

The entire dollar increase from the FY2001 mid-year student activity fee increase was allocated to support student organization and clubs, intercollegiate and intramural athletics, student union operations, and student activities and programs. The increase of \$ .50 per student credit hour directly benefits all of these activities of the student body as a whole.

## **Compensation**

Planning assumptions for the auxiliary budget were based upon a projected 2.25 percent salary increase consistent with E&G funded operations. The University has reserved sufficient auxiliary funding to cover this increase.

## **Dormitory Housing and Board**

The room and board rates were increased by 2.5 percent for 2003-2004. Revenue estimates are based on a conservative occupancy rate of 84.27 percent, income from a rate increase at the Old Dominion Inn, and revenue generated from the continuation of the lease with Johnson and Wales University.

The University continues to plan for improvements to its facilities in order to ensure that its residence halls remain competitive with the surrounding area and other state institutions. Several facility maintenance projects funded by maintenance reserve dollars are planned that will improve and enhance the facilities for the students. In addition, staff salary adjustments, position upgrades as well as inflationary costs of the residence hall operations were addressed in the budget plan.

## **TELETECHNET Instructional Enterprise**

As authorized by the General Assembly in the 1996-98 biennium, the University received approval to offer TELETECHNET programs outside the Commonwealth. Consistent with the guidance from the General Assembly, these programs must be self-supporting, and operational costs will be funded directly from students enrolled in these programs. Additional markets have been explored, and investments have been made to continue to develop several initiatives with the military. These programs will be evaluated in terms of program quality, access, and cost-effectiveness.

## **Village Development**

As authorized by the General Assembly in the 2000-2002 biennium, the University completed the Constant Convocation Center and Parking Projects. These projects were funded with non-state funds and the increase in debt service has been anticipated through previous budgets. Sufficient fund balances are available to ensure that future operating costs related to these projects are budgeted. As the University Village Housing is completed in time for the fall semester, the University will be taking a number of steps to ensure prudent management. Actions include: construction and relocation of the Public Safety Department into the University Village; base funding of a grounds and landscaping position; and allocations for Village Parking operations including security, part-time wages, insurance, and office space in the Convocation Center parking garage. These actions will be accomplished through reallocations and transfers.

## **Student Health Center**

At the April meeting, the Board of Visitors approved the proposal to increase the student health fee from \$47 to \$48 per semester. The \$2 annual increase will be charged to all full-time students and any part-time students wishing to participate in the programs and services offered by the student health center. The additional revenue generated from the fee will be used to fund staff salary increases, and inflationary costs related to the physicians' contract and medical and lab supplies.

## **Parking Services**

The University will not increase its parking decal fees, transportation fees and fines for the upcoming year. One-time enhancements to the parking budget include physical enhancements and repairs to several parking lots around the campus. In addition, resources will be continued to provide free Hampton Roads Transit (HRT) and Handi-ride trips for students taking credit courses at the Norfolk campus. The anticipated costs associated with the operation of the new South Parking Garage in the University Village and the Maglev are addressed in the FY2004 budget.

## **Constant Convocation Center**

The University's Constant Convocation Center and the South Parking Garage have been factored into the FY2004 Budget and Plan and the \$2.1 million in operating and maintenance costs are reflected in the budget.

## **Intercollegiate Athletics**

Several base and one-time investments have been authorized to the intercollegiate athletic programs. Planning allocations have been made for staff salary adjustments, and resources have been allocated to address inflationary costs related to: officiating and security at home events; travel costs for the intercollegiate teams; and increases in scholarship funds for student athletes. Also, one-time enhancements will be made for athletic equipment.

## CHAPTER 5 UNIVERSITY REVENUE SUMMARY

The University receives revenue from a variety of sources. The following revenue sources are used in financial planning for higher education:

- Educational and General Tuition and Fees
- Commonwealth Appropriations
- Grants/Contracts/Gifts
- Student Loan Funds
- Auxiliary Services Revenue

The following graphs summarize the sources of the University's revenue and provide a comparison between the 2002-2003 and 2003-2004 fiscal years.

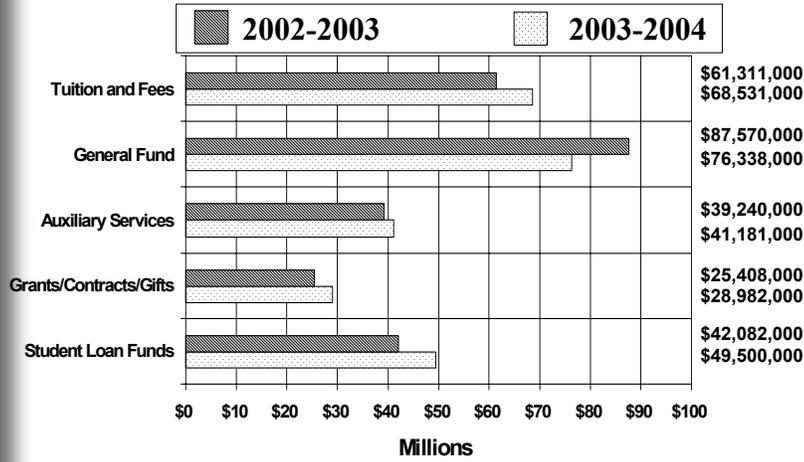
- Bar graph showing summary of revenues by major sources.
- Bar graph showing summary of revenues by General v. Nongeneral funding v. student loan funds.
- Pie graph comparing 2002-2003 to 2003-2004 by revenue fund source (Educational and General, Auxiliary, Grants/Contracts/Gifts, and Student Loan Funds revenue).
- Pie graph comparing 2002-2003 to 2003-2004 Educational and General programs by revenue source.
- Pie graph comparing 2002-2003 to 2003-2004 Auxiliary Services programs by revenue source.



## Revenue Comparisons:

2002-2003 Total Revenue: \$255,611,000

2003-2004 Total Revenue: \$264,532,000



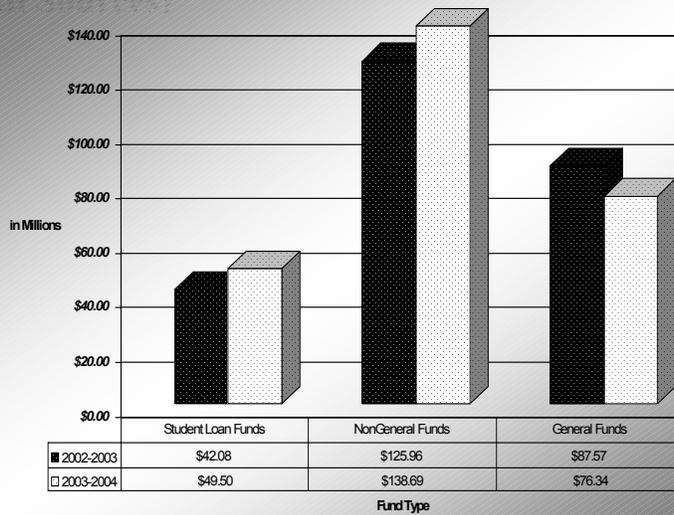
*Old Dominion University Operating Budget and Plan 2003-2004*



## Revenue Comparisons:

2002-2003 Total Revenue: \$255,611,000

2003-2004 Total Revenue: \$264,532,000

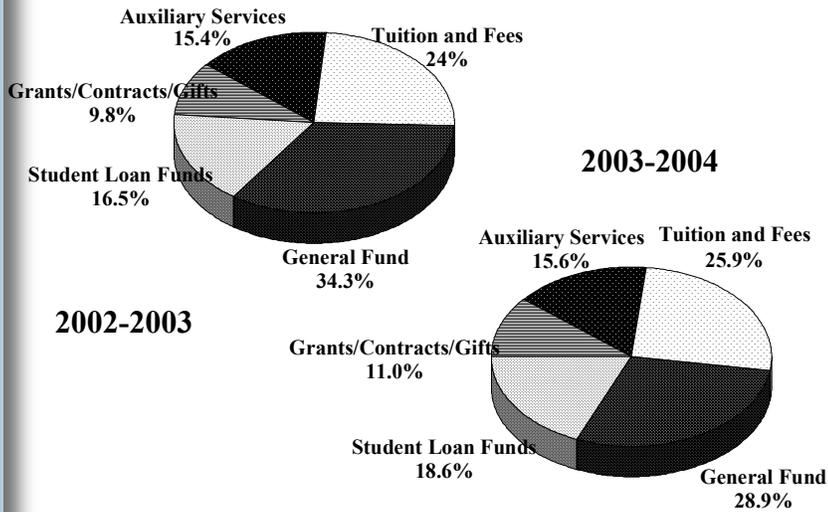


*Old Dominion University Operating Budget and Plan 2003-2004*



### Revenue Comparisons (all sources):

2002-2003: \$255,611,000  
2003-2004: \$264,532,000

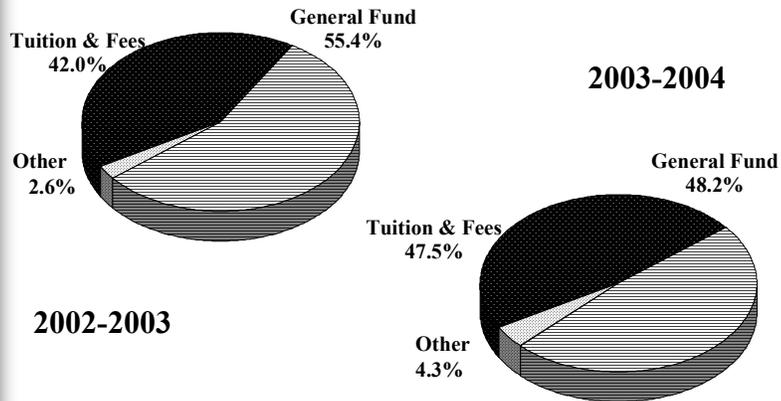


Old Dominion University Operating Budget and Plan 2003-2004



### E&G Revenue Analysis :

2002-2003: \$142,467,000  
2003-2004: \$140,185,000

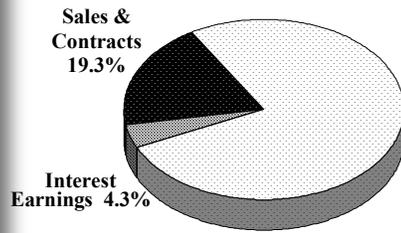


Old Dominion University Operating Budget and Plan 2003-2004

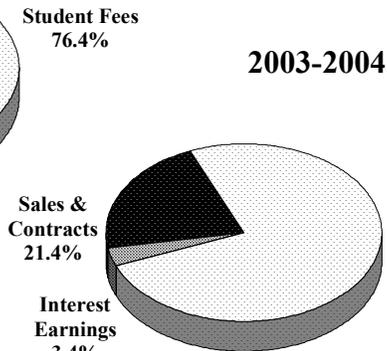


## Auxiliary Services Revenue Analysis:

2002-2003: \$39,240,000  
2003-2004: \$41,181,000



**2002-2003**



**2003-2004**

Note: Student Fees include room & board, TELETECHNET USA tuition and transportation, health, and student activity fees. Sales & Contracts include multiple revenue accounts such as catering, bookstore, athletic ticket sales, etc.

*Old Dominion University Operating Budget and Plan 2003-2004*

## CHAPTER 6 UNIVERSITY EXPENDITURE SUMMARY

Old Dominion University utilizes the revenue that it receives to fund a variety of activities and programs. The following expenditure classifications used in higher education budgeting fall into the following major categories: Educational Programs, Auxiliary Services, Grants & Contracts, Gifts/Discretionary, Scholarships & Fellowships, and Student Loan Funds.

### Educational and General Programs (E&G):

- Instruction
- Research and Sponsored Programs
- Public Service
- Academic Support
- Student Services
- Institutional Support
- Operations and Maintenance of Plant

### Auxiliary Services:

- Expenditures by Program Functions

The following graphs summarize the uses of the funds within each of these two categories by program and major expense and compare the 2002-2003 to 2003-2004 expenditures.

- Pie graph comparing 2002-2003 to 2003-2004 Total Expenditures by Fund Category.
- Pie graph comparing 2002-2003 to 2003-2004 E&G by program areas.
- Pie graph comparing 2002-2003 to 2003-2004 E&G by expense category.
- Pie graph comparing 2002-2003 to 2003-2004 Auxiliary by program function category.
- Pie graph comparing 2002-2003 to 2003-2004 Auxiliary by expense category.

### DATA FORMAT

The data format to present the budget numbers is consistent with the changed format introduced last year as compared to previous editions of the University's Operating Budget & Plan. Specifically, the budget disaggregates the presentation of what use to be rolled up to the "Educational & General" budget. In years prior to FY2003, the E&G budget was actually inclusive of E&G budgets as well as our internal ledgers devoted to: grants and contracts; gifts/discretionary; scholarships and fellowships; and student loan funds. These respective budgets are now disaggregated and presented discreetly to present a clearer picture of University resources.

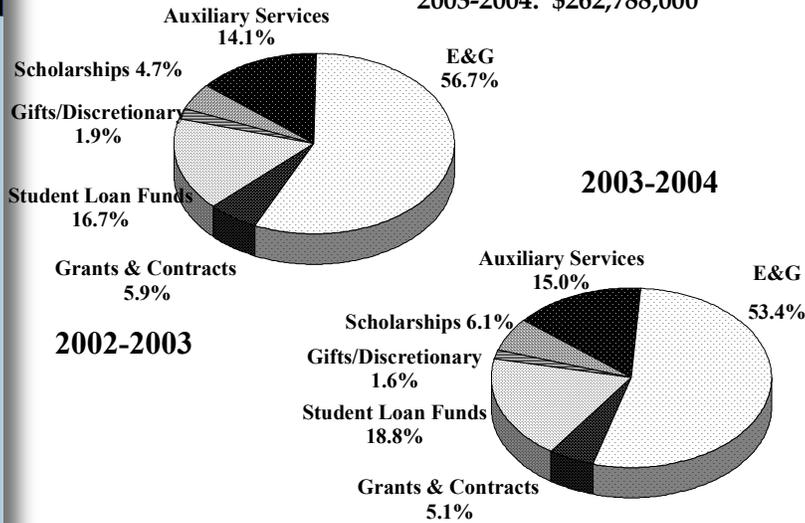


## Expenditure Comparisons

(by Fund Category):

2002-2003: \$251,740,000

2003-2004: \$262,788,000



Old Dominion University Operating Budget and Plan 2003-2004

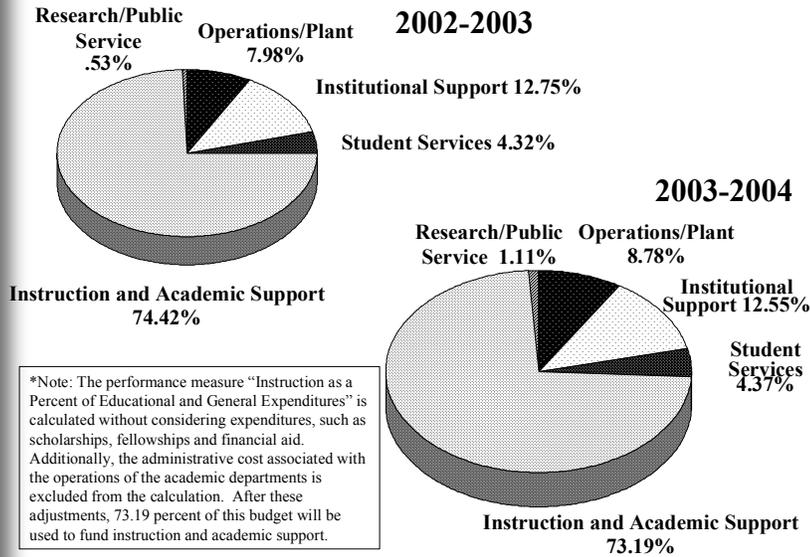


## E&G Expenditure Comparison

2002-2003: \$142,647,000

By Program:

2003-2004: \$140,185,000

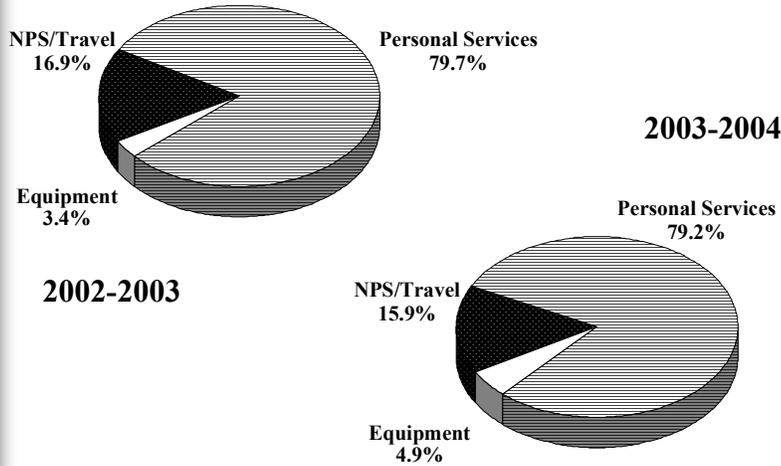


\*Note: The performance measure "Instruction as a Percent of Educational and General Expenditures" is calculated without considering expenditures, such as scholarships, fellowships and financial aid. Additionally, the administrative cost associated with the operations of the academic departments is excluded from the calculation. After these adjustments, 73.19 percent of this budget will be used to fund instruction and academic support.

Old Dominion University Operating Budget and Plan 2003-2004



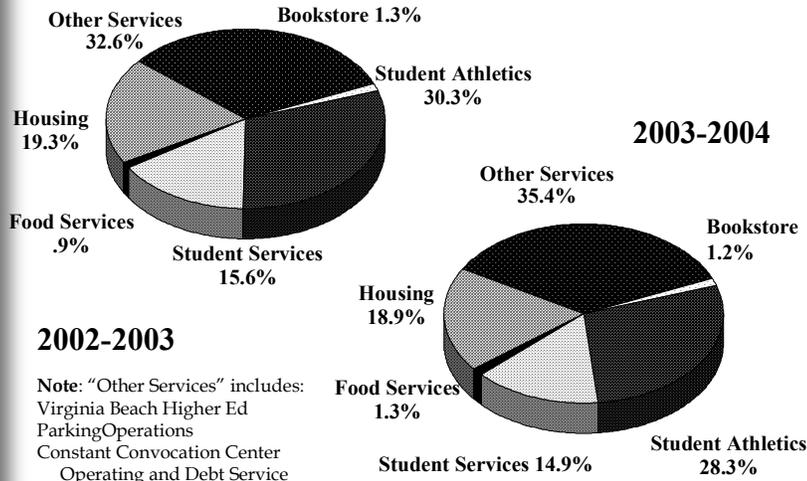
**E&G Expense Comparison** 2002-2003: \$142,647,000  
**By Category :** 2003-2004: \$140,185,000



*Old Dominion University Operating Budget and Plan 2003-2004*



**Auxiliary Services Expenditure** 2002-2003: \$35,369,000  
**Analysis By Function:** 2003-2004: \$39,437,000



**Note:** "Other Services" includes:  
 Virginia Beach Higher Ed  
 Parking Operations  
 Constant Convocation Center  
 Operating and Debt Service  
 Telecommunications  
 Other Auxiliary Units

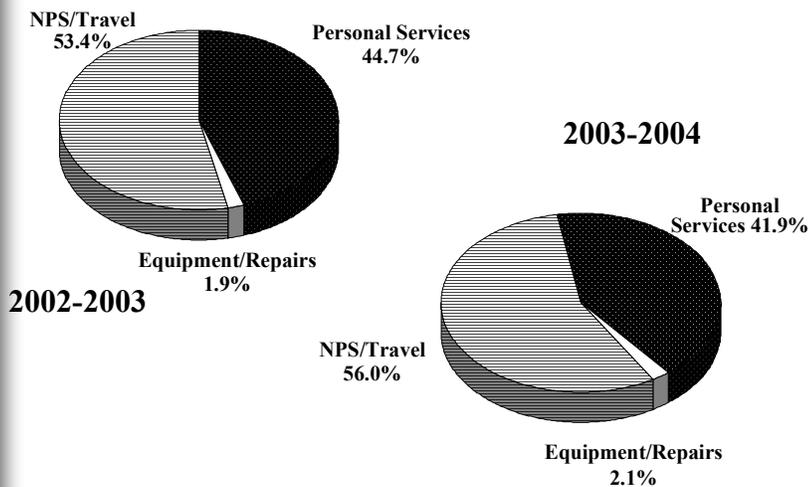
*Old Dominion University Operating Budget and Plan 2003-2004*



## Auxiliary Services Expense Comparison By Category:

2002-2003: \$35,369,000

2003-2004: \$39,437,000



*Old Dominion University Operating Budget and Plan 2003-2004*