



*2021-2022* **PRESIDENT'S REPORT**



DOMINION UNIVERSITY

OLD



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# WELCOME

2021–2022 President's Report

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## *Dear Monarch Nation,*

For many years, Old Dominion University has consistently focused on the engagement and success of our students, as well as making an impact on our region, the Commonwealth of Virginia and beyond that is both lasting and profound. These are the defining hallmarks of our powerful legacy and will continue to propel us as we move forward together.

And, as we look back at the 2021-2022 academic year, it will be remembered as a busy and exciting time in which our bold vision for the future took center stage as we defined the path forward. With our campus sharply focused on our important work, we were driven by resilient hope, lasting change and powerful results.

Together, we generated excitement and momentum in pursuing our dreams for a better tomorrow for our students and our institution.

Our progress and success were not attained alone. Our path was paved by the hard work and unwavering support of many – both near and far. Without question, this past year was a testament to the care of community and the power of partnership!

There is an optimistic and resilient spirit here at ODU. That spirit can be felt on campus, in our communities and across the Commonwealth. Together, we will be a forward-focused public research university that is both innovative and entrepreneurial as we propel ODU to national and international prominence!

With Monarch Pride,

A handwritten signature in black ink, enclosed in a thin black oval. The signature is stylized and appears to read "B. Hemphill".

Brian O. Hemphill, Ph.D.  
*President*  
@BrianOHemphill



# A Year in **REVIEW**

*The 2021-2022 academic year included memorable milestones that have advanced the mission of our great institution and shared the impact of the Monarch experience!*

## AUGUST *Fall 2021 Reopening*

Old Dominion University began the fall semester fully open for the first time in two years. Students were eager to return to the complete range of in-person academics and activities. On social media, they shared what most excited them – from “Learning something new” to simply “Being on campus again.”

At the 28th annual convocation for new students, President Brian O. Hemphill, Ph.D., told freshmen: “You are the reason that we chose to work in higher education. Now it’s time for you to find your reason. Please remember you are not alone on this journey. Your professors, your peers, your family members and your loved ones are all here to support you for these next four years and beyond.” The event motivated freshman Armonte Dickerson. “The fact that our president is a first-generation college student is going to give some of us that extra oomph to get to where he is,” Dickerson said.



## AUGUST *Monarch Nation Tour*

Traveling to seven cities in six days, President Hemphill met with more than 1,000 Monarch supporters to hear their thoughts and offer his vision.

Accompanied by First Lady Marisela Rosas Hemphill, Ph.D., he emphasized four core principles that will guide Old Dominion’s future: excellence, accountability, transparency and a student-centered approach. President Hemphill also said the University would seek to expand international prominence for its research and invited alumni and supporters to embrace the concept of “One Message, Many Voices.”

The tour stopped in Alexandria, Charlottesville, Norfolk, Richmond, Roanoke, Vienna and Virginia Beach. Durmon Coates, a 1999 graduate who attended the Roanoke reception, said, “There seemed like a new energy and a lot of excitement in the room. I see great things for ODU.”





### AUGUST *School of Public Health Signing with EVMS and NSU*

The leaders of Old Dominion, Eastern Virginia Medical School (EVMS) and Norfolk State University (NSU) signed a memorandum of understanding (MOU) to establish Virginia's first School of Public Health. "Expanding our existing partnerships in offering high-level education in public health is an enormous step forward in broadening the impact we can have in the region," said Dr. Alfred Abuhamad, president, provost and dean of EVMS.

The School of Public Health, with significant support from Sentara Healthcare, will improve health outcomes and reduce disparities, such as increased cancer, diabetes and high blood pressure, in Hampton Roads. The institutions will seek accreditation from the Council on Education for Public Health.



### OCTOBER *Homecoming*

Homecoming weekend offered even more creative and entertaining opportunities for alumni to connect with the campus and one another.

The "Museum of the Moon" exhibit featured a dazzling sculpture of the moon, 23 feet in diameter, hanging next to the Barry Art Museum. The display, which attracted nearly 12,000 people, was accompanied by multiple activities, including a Native American dance show and environmental presentations.

"Celebrate Chemistry/Alumni Chat" reunited chemistry and biochemistry graduates for a tour of the new Chemistry Building, a show at the state-of-the-art Michael and Kimthanh Lê Digital Theater and Planetarium and a lecture on new discoveries about the evolution of life and the solar system. During the open house, President Hemphill spoke with alumni about his vision and priorities for Old Dominion.

### OCTOBER *Sun Belt Conference Announcement*

Monarch fans cheered about the news that Old Dominion would join the Sun Belt Conference. President Hemphill called it "a game-changer."

The move will provide numerous benefits for student-athletes and fans. The level of competition will be stronger. Rival schools will be much closer, increasing excitement for fans and requiring less travel and fewer missed classes for students. Old Dominion will gain far more TV exposure, with most football and basketball games broadcast on an ESPN network.

Athletic Director Wood Selig, Ed.D., said the move "represents the perfect opportunity for the continued growth and evolution of ODU athletic programs in our pursuit of national prominence." Sun Belt Commissioner Keith Gill welcomed Old Dominion into the conference. "ODU brings a host of strengths to our conference," Gill said. "They are competitive across all of their sports, have a strong brand and are supported by a great fan base."





NOVEMBER ***ODU Maritime Initiative Announcement***

The new Maritime Initiative will advance Old Dominion as a globally recognized institution for maritime opportunities. The initiative will expand maritime-related degree and certificate programs and enhance talent development, entrepreneurship, research and innovation. ODU is working to develop and strengthen partnerships across a broad spectrum, including the Navy, the Port of Virginia and the shipbuilding and repair industry.

The maritime area spans such disciplines as wind energy, autonomous systems and cybersecurity. ODU already has more than 100 degree programs, certificates or centers related to maritime or water. The University has been named the top U.S. university in maritime management research in a survey in the Asian-Pacific Journal of Operational Research. John O. “Dubby” Wynne, co-chair of the Hampton Roads Maritime Collaborative for Growth & Innovation (HRMC), said, “When HRMC was originally formed, we identified ODU as a ‘globally recognized institution focused on maritime’ as foundational to our region’s growth and assets for innovation. It is exciting to see this initiative come to fruition.”



DECEMBER ***Memorandum of Understanding Signing with EVMS and Sentara***

The institutions agreed to explore avenues for closer alignment, including the possibility of a jointly run academic health center. The MOU, which builds on decades-long collaboration among ODU, EVMS and Sentara, reinforces their commitment to expand educational opportunities, bolster the area’s health workforce and improve the health of Hampton Roads residents.

Hampton Roads is the largest metropolitan area in the country that does not have an integrated, state university-based medical school, said Howard Kern, president and chief executive officer of Sentara. “The investment required in such a school will strengthen returns to our communities that we are already seeing in areas of health care access, equity and public health,” Kern said.

DECEMBER ***Commencement***

Nearly 2,000 students received bachelor’s and graduate degrees at Old Dominion’s 135th Commencement Exercises at Chartway Arena in the Ted Constant Convocation Center. The graduates included 535 distance learning students. They heard messages from Lt. Gen. Donna W. Martin, the 67th inspector general of the U.S. Army, and Scott Cooke, group vice president and chief financial officer for Toyota Financial Services. Both speakers are graduates of Old Dominion.

Martin told graduates, “No generation has been better positioned to be great warriors for justice and change. Take the torch and leave your mark. Put your stake in the ground, and build a future that you want and that you can believe in.”

Cooke urged graduates to be independent thinkers. “Be a person who listens and who unites. Don’t be swayed by the loudest voice in the room, but rather by the most rational and compassionate of ideas.” He added, “Remember that your career is only a piece of your life.”





# A Year in **REVIEW**



## DECEMBER *Carnegie Research 1 Classification*

Old Dominion received the top-tier ranking, indicating “very high research activity,” from the Carnegie Classification of Institutions of Higher Education. Only 5% – or almost 140 – four-year research institutions in the country share that status.

President Hemphill called it “a significant milestone for our campus community and a historic moment in our research efforts.” Morris Foster, vice president for research, compared it to getting into Division I of the NCAA.

ODU generates more than \$78 million annually in research and sponsored-program expenditures and conducts more research at Jefferson Lab than any other Virginia university. The R1 designation will help Old Dominion recruit high-quality faculty members and graduate students, increase grant support and expand partnerships with government and industry. “We’re focused on where ODU will go next with research,” President Hemphill said.

## MARCH *Manufacturing Engineering Technology Signing at Institute for Advanced Learning and Research with Patrick & Henry Community College*

Old Dominion announced it will launch the first four-year major in Virginia in manufacturing engineering technology, an essential component of the maritime industry. Classes will be available at ODU and the Institute for Advanced Learning and Research in Danville. Patrick & Henry Community College in Martinsville will launch a corresponding associate degree, which will serve as a pipeline to the bachelor’s programs. The major will be housed in ODU’s Department of Engineering Technology.

“Patrick & Henry Community College is proud to be part of this critical initiative, which will allow us to help fill local, state and federal workforce manufacturing engineering pipelines,” said Dr. J. Gregory Hodges, president of Patrick & Henry Community College. “In particular, this initiative will help our nation remain competitive on the global stage as we prepare talent who possess the skills, knowledge and competencies that are essential for 21st-century manufacturers.”



## MAY *Commencement*

During the spring celebration of our newest Monarch alumni, nearly 3,000 students received bachelor’s, master’s and doctoral degrees during four ceremonies over two days. Golden Globe-winning actress Angela Bassett electrified the audience at Chartway Arena with her address to graduates of the College of Arts and Letters.

“Monarchs, you didn’t come this far to come *this far*,” said Bassett, who received an honorary doctorate during the ceremony. “No, you came this far to excel. You came this far to soar to heights that you, your parents, your grandparents and your ancestors sacrificed and prayed for you to reach.”

Bassett also told graduates to “be comfortable with being uncomfortable” and to “claim your place at the table of purpose and prosperity.” She received a standing ovation. Graduates from other colleges heard inspiring words from President Hemphill, Howard Kern, president and CEO of Sentara, and Dr. Sachin Shetty, executive director of the Center for Secure and Intelligent Critical Systems at ODU’s Virginia Modeling, Analysis and Simulation Center.

# A Year in **REVIEW**

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## MAY *Virginia Beach Monarch Memorial*

Old Dominion held a formal dedication for its memorial honoring the 12 people – including six who graduated from or attended the University – who were killed in 2019 at the Virginia Beach Municipal Center. The ceremony was held on the third anniversary of the tragedy.

The memorial is in Bugg Plaza, between the Batten Arts and Letters Building and the Perry Library. It consists of a sun with 12 rays radiating outward, each representing a victim. The rays for the six Monarchs – Ryan Keith Cox, Tara Gallagher, Mary Louise Gayle, Alexander Gusev, Richard Nettleton and Chris Rapp – are in blue. “Our arms can no longer hold them,” Virginia Beach Mayor Bobby Dyer said at the ceremony, “but our hearts won’t ever let them go.”

President Hemphill said the memorial “will bring hope, compassion, courage and love by illuminating a light over the darkest day in the history of Virginia Beach.”



## JUNE *New Biology Building Funding*

The University received additional money from the state to construct a new Biology Building.

The 163,000-square-foot building, which will sit on the site of the former Alfriend Chemistry Building, will have five floors housing teaching and research facilities. It also will incorporate the Kaplan Orchid Conservatory in a larger, more accessible space.

The first three floors will have student teaching labs and undergraduate research space, with plenty of glass to make the scientific experience visible. Faculty labs and offices will be on the higher levels, with a greenhouse on the rooftop. Construction is expected to start in 2023 and be completed in 2026.



## JUNE *School of Supply Chain, Logistics and Maritime Operations Announcement*

Old Dominion announced it would create the school, subject to approval from the State Council of Higher Education for Virginia. The establishment of the school builds on ODU’s Maritime Initiative to further solidify the University’s position as a worldwide leader in maritime studies.

The school will create a central academic home for supply chain, logistics and maritime study and research, which have been dispersed across campus. It will help support the workforce and research needs of such vital industries as naval and defense, shipbuilding and repair, port and maritime supply chains and offshore wind energy. “Through this school, ODU can meet the critical needs of our community,” said Dr. Austin Agho, the University’s provost and vice president for academic affairs.

“Students will learn about issues that have far-reaching impacts and will have graduated prepared to anticipate challenges and introduce solutions,” said Dr. Brian Payne, vice provost for academic affairs.



JUNE

## *Dream Court Event*



A partnership of Monarchs dedicated a Dream Court in Norfolk for the Boys & Girls Clubs of Southeast Virginia. The basketball court was built through the collaboration of Nancy Lieberman Charities, led by the former ODU star; Ticha Penicheiro '98, another women's basketball legend; and alumni Wally and Linda Haislip, both 1971 graduates, in conjunction with the City of Norfolk and the Boys & Girls Club.

The court is high school regulation size with two fiberglass goals. The ceremony ended with a clinic for the youngsters run by ODU's women's basketball team.

"This court is yours and no longer ours," Lieberman '80 told the children at the opening. "Take care of it, and be mindful of the opportunities that can develop from this."



# Monarch MOMENTS

*The 2021-2022 academic year presented a great opportunity to pay tribute to extraordinary individuals who were instrumental in making ODU such a remarkable place to live, learn and work!*



## **Women's Soccer Team**

For the first time in ODU history, the women's soccer team won the Conference USA championship. In November, the Monarchs beat Southern Miss, 1-0, in the tournament final.

The team was 13-4-1 for the season. Goalkeeper Kasey Perry, who earned her ninth shutout of the season, ranked second in the nation with a .437 goals-against average. Emily Roberts was named both Conference USA Defender of the Year and Conference Tournament Defensive MVP.

"We trusted each other, we trusted our way of playing, and, as coach of this team, I could not be more proud," Coach Angie Hind said. "They deserve this moment."

## **Katherine Martinez**

The 2021 alumna was named Student Veteran of the Year in January by the Student Veterans of America (SVA). Katherine Martinez was the first female president of Old Dominion's SVA chapter. "She has done so much in such a short period of time to help make our SVA chapter the best there is," said Captain Robert Clark, the director of military activities at ODU.

Martinez, who served for four years as a sonar technician with the Navy, was active beyond Old Dominion. Among her other pursuits, she coordinated a suicide prevention walk in Virginia Beach for four years and volunteered as a children's mentor for the Travis Manion Foundation, which helps veterans and their families. "Everything I do is community-based," she said. "If we build partnerships, we can make a huge difference."

Martinez, who received bachelor's degrees in sociology and criminal justice, began work this year as a personnel security specialist for the federal government. "I am a fighter," she said, "and I will continue to fight to make the experiences of student veterans better."



## **Jean Delayen, Ph.D.**

A physics professor and founding director of ODU's Center for Accelerator Science, Jean Delayen, Ph.D., received the Particle Accelerator Science and Technology (PAST) Award from the Institute of Electrical and Electronics Engineers Nuclear and Plasma Sciences Society.

Delayen also serves as a senior staff scientist at Jefferson Lab. Dr. Charles Sukenik, professor and chair of Old Dominion's physics department, called him "one of the pre-eminent accelerator scientists in the world. He is internationally recognized for his seminal work on superconducting cavities for particle accelerators."

He has invented several accelerating cavities, which are used in accelerators around the world. Delayen has received millions of dollars in research funding, mostly from the U.S. Department of Energy. He was elected a fellow of the American Physical Society in 2003. He also has won the Director's Award for Exceptional Achievement from Argonne National Laboratory in Illinois and the Distinguished Research Award from ODU's College of Sciences.



### ***Cecelia “Cee Cee” Tucker***

Cecelia Tucker, who retired in June, was hired in 1991 by then-President James V. Koch, Ph.D., to help diversify the student body and improve relationships with surrounding communities.

Tucker did that through a variety of strategies – ensuring a diverse audience for lectures and other events, reaching out to Black parents of prospective students, organizing meetings with community leaders and creating a summer program for youth from the adjacent Lambert’s Point neighborhood.

President Emeritus Koch called her “one of the most important individuals in Old Dominion’s history,” helping shift ODU from “an almost entirely white student body into the diverse, integrated University we see today.”

President Hemphill said, “Many individuals work a lifetime and are unable to build the networks and maintain the connections that Cee Cee has. She cares, connects and inspires others, and she does so with elegance and grace.”

During her retirement celebration, she became the first recipient of the University’s Presidential Medallion for Distinguished Service. President Hemphill also announced the creation of the Cecelia Tucker Scholarship Fund. Tucker continues to serve as chair of the board of the Hunton YMCA in Norfolk, the nation’s second-oldest Black Y.



### ***Wayne Talley, Ph.D.***

The Frederick W. Beazley Professor and Eminent Scholar of Economics, Wayne Talley, Ph.D., retired in the spring after a half-century at Old Dominion and a career that shaped the field of maritime and supply chain management.

Talley’s longtime collaborator, Dr. ManWo Ng, associate professor of information technology and decision sciences, called him a “true visionary.” “He was one of the first to recognize the importance of maritime research to the Hampton Roads region decades ago,” Ng said. “His pioneering research has only brought global recognition to ODU since then.”

Talley helped launch Old Dominion’s bachelor’s program in maritime and supply chain management in 2012. His research has appeared in hundreds of publications. In 2020, Talley and Ng launched a new journal, *Maritime Transport Research*, to encourage a more analytical approach to the discipline. Talley’s honors include the \$200,000 International Onassis Prize in Shipping, which is sometimes referred to as the Nobel Prize for maritime economics research.





### Women’s Tennis Team

In April, the team won its second consecutive Conference USA championship, defeating Charlotte, 4-3. The victory was the ninth in a row for the Monarchs, who were 21-7 for the season.

“I’m just so proud of this group,” Coach Dominic Manilla said. “It’s been a team effort all year long. We fought off a tough start and stayed the course.”

Two players – Yuliia Starodubtseva from Ukraine and Tatsiana Sasnouskaya from Belarus – were later honored as Intercollegiate Tennis Association All-Americans and named to the Virginia Sports Information Directors All-State teams.

### DeLisha Milton-Jones

The Old Dominion women’s basketball coach was inducted into the National Women’s Basketball Hall of Fame in June. Milton-Jones, who led the Monarchs to a 24-10 season and the second round of the WNIT last season, has experienced a sterling career as a player and coach.

In college, she was SEC Player of the Year at the University of Florida. She later played for two seasons in the American Basketball League and 17 with the WNBA, mostly with the Los Angeles Sparks. Milton-Jones was a three-time WNBA All-Star and a two-time Olympic gold medalist. She coached at Pepperdine and Syracuse universities before joining ODU in 2020.

She was accompanied to the Hall of Fame ceremony by an entourage of relatives and Monarch supporters. Milton-Jones, who shared that she grew up with an abusive father and nearly drowned as a child, gave an emotional speech, praising her mother as a “fierce, strong-willed woman who stands in the middle of adversity and never flinches nor wavers.”



# Monarch MOMENTS

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## ***Carlton Bennett '72***

Carlton Bennett completed his eight years on the Board of Visitors in June. He served as rector of the board from 2016 to 2018.

Bennett, an attorney, received his bachelor's degree in history from Old Dominion in 1972. He is recognized as an expert in traumatic brain damage litigation, nursing home malpractice and wrongful death cases. Bennett is listed in Best Lawyers in America and has been named one of the top 100 Virginia Super Lawyers by Richmond Magazine.

He is also a former chairman of the Board of Trustees of the Old Dominion Athletic Foundation and former national president of Theta Chi Fraternity.



## ***Unwanna Dabney, Ph.D., '00***

Dr. Unwanna Dabney served on the Board of Visitors from 2018 to June 2022. She chaired the Board's University Advancement Committee for the past three years.

Dabney is a consultant and has 24 years of experience in the transportation industry working in both the public and private sectors.

Prior to working as a consultant, she worked for the U.S. Department of Transportation where she led the statewide planning and programming efforts for the North Carolina Division of the Federal Highway Administration. She also served as Transportation Planning Manager for the Hampton Roads District of the Virginia Department of Transportation. She serves on the Board of Directors of the Richmond Metropolitan Transportation Authority and is a past president of the Central Virginia Chapter of the Women's Transportation Seminar.

Dabney earned her bachelor's degree in Civil Engineering from South Carolina State University, a Master of Public Administration from Old Dominion University in 2000 and a Ph.D. in Public Policy and Administration from Virginia Commonwealth University.



## ***Jay Harris '87***

Jay Harris served on the Board of Visitors from 2014 to 2022.

Harris, a former news anchor in Pittsburgh, has been an ESPN anchor since 2003 and is primarily seen on SportsCenter. He earned an Emmy for his work on the show in 2004 and 2005. With more than 25 years of experience in TV and radio news, Harris has received honors from the New York Festival Awards, the Hampton Roads Black Media Professionals and the Pittsburgh Black Media Federation.

Harris earned his bachelor's degree in speech communication from ODU in 1987. He received a Distinguished Alumni Award in 2003 and was the keynote speaker at Commencement the following year. Nancy Lieberman Charities constructed a Dream Court in his honor at a Boys & Girls Club in Newport News.



## ***Lisa Smith***

Lisa Smith completed her eight years of service on the Board of Visitors this year. She was rector from 2018 to 2020.

Smith has been an active volunteer in Hampton Roads. She has served on the boards of organizations, including the Access College Foundation, the Child Abuse Development Board of Children's Hospital of The King's Daughters, the Chrysler Museum of Art, the Norfolk Forum, Smart Beginnings South Hampton Roads and the YMCA.

She spent nearly two decades as an attorney in the telecommunications industry in various positions, including senior regulatory counsel for MCI Corp. and senior adviser to a commissioner of the Federal Communications Commission.



# Points of PRIDE



## First-Gen Forward Advisory Institution

Last year, Old Dominion was designated a **First-Gen Forward Advisory Institution** by the Center for First-generation Student Success. In fall 2021, 46% of entering freshmen were the first in their families to attend college.



## One of the Best Colleges in the Southeast

The Princeton Review named **ODU one of the best colleges in the Southeast**. Old Dominion was recognized for the faculty’s efforts to ensure student success and its commitment to diversity and inclusion, among other factors. The University has made the list for six years.



## Top 100 in the Nation

Seven programs were ranked among the **top 100 in the nation** in U.S. News’ Best Graduate Schools listings. Provost Agho said the results provide “tangible evidence that our students are receiving outstanding educational and research opportunities across many disciplines.”



## #1 in Virginia, Top 10% in Nation

ODU was ranked **No. 1 in Virginia** and among the **top 10% of institutions in the nation** in CollegeNET’s Social Mobility Index. CollegeNET listed Old Dominion among the “noteworthy schools gaining ground in their social mobility efforts despite the lingering COVID-19 pandemic.”



## Top Performer In Social Mobility

Old Dominion was listed in the top tier of U.S. News & World Report’s Best Colleges rankings. U.S. News rated ODU as a **top performer in social mobility** for the third time.



## Military Friendly Gold Ranking

Old Dominion earned a **Gold ranking as a Military Friendly® School** from militaryfriendly.com. About one-quarter of ODU’s students are affiliated with the military.



## Top 4.5% Worldwide

The Center for World University Rankings placed Old Dominion in the **top 4.5% of universities worldwide** in its Global 2000 list. ODU was also ranked No. 94 in the nation. In terms of research, it ranked No. 816 worldwide.





# Financial HIGHLIGHTS

<i>Operating Activity</i>	2018	2019	2020	2021	2022	Dollars (\$) 5-YR. Total
<b>Operating Revenue</b>						
Educational & General	\$278,126,095	\$288,854,335	\$295,922,704	\$323,743,067	\$316,360,081	1,503,006,282
Student Financial Aid	\$86,108,534	\$89,396,970	\$91,086,721	\$92,349,302	\$99,076,543	458,018,071
Sponsored Programs	\$21,702,803	\$22,938,700	\$27,424,484	\$29,056,175	\$34,936,969	136,059,131
Auxiliary Enterprise	\$116,050,669	\$117,801,120	\$123,153,111	\$104,783,149	\$124,856,352	586,644,400
<b>Total Operating Revenues</b>	<b>\$501,988,101</b>	<b>\$518,991,125</b>	<b>\$537,587,020</b>	<b>\$549,931,693</b>	<b>\$575,229,945</b>	<b>2,683,727,884</b>
<b>Operating Expenses</b>						
Educational & General	\$277,391,640	\$280,632,295	\$289,383,842	\$290,653,526	\$317,748,354	1,455,809,657
Student Financial Aid	\$85,604,881	\$89,322,797	\$92,127,941	\$92,431,263	\$97,421,258	456,908,140
Sponsored Programs	\$20,338,926	\$20,407,435	\$23,373,077	\$23,290,696	\$31,638,184	119,048,318
Auxiliary Enterprise	\$109,635,088	\$119,232,021	\$121,020,248	\$81,489,246	\$87,502,961	518,879,564
<b>Total Operating Expenses</b>	<b>\$492,970,535</b>	<b>\$509,594,548</b>	<b>\$525,905,108</b>	<b>\$487,864,732</b>	<b>\$534,310,757</b>	<b>2,550,645,679</b>
<b>Total Operating Surplus/(Deficit)</b>	\$9,017,566	\$9,396,578	\$11,681,912	\$62,066,961	\$40,919,188	<b>133,082,204</b>
<b>University Facility Infrastructure</b>						<b>5-Yr. Growth</b>
University-Owned Space	4,111,022	4,142,368	4,150,146	4,148,946	4,417,029	7.44%
University-Leased Space	1,178,729	1,178,729	1,206,536	1,210,629	1,234,554	4.74%
<b>Total University Space</b>	<b>5,289,751</b>	<b>5,321,097</b>	<b>5,356,682</b>	<b>5,359,575</b>	<b>5,651,583</b>	<b>6.84%</b>

**Notes:** 2021 and 2022 reflect one-time relief funding and strategies to reduce operating expenditures.

<b>Operating Activity</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Operating Revenue</b>					
Tuition & Fees	\$162,300,218	\$168,628,815	\$166,449,247	\$176,792,118	\$157,494,436
State Appropriations	\$150,555,343	\$154,848,341	\$169,287,925	\$184,317,786	\$207,317,116
Grants & Contracts	\$59,182,371	\$61,887,640	\$62,746,018	\$75,299,897	\$75,625,326
Auxiliary	\$125,364,809	\$128,139,622	\$134,497,110	\$105,887,405	\$131,416,990
Other	\$4,585,361	\$5,486,707	\$4,606,720	\$7,634,487	\$3,376,077
<b>Total Operating Revenues</b>	<b>\$501,988,101</b>	<b>\$518,991,125</b>	<b>\$537,587,020</b>	<b>\$549,931,693</b>	<b>\$575,229,945</b>
<b>Operating Expenses</b>					
Instruction	\$144,084,238	\$146,083,007	\$152,138,877	\$146,405,652	\$160,321,977
Research	\$4,407,969	\$5,961,712	\$5,854,261	\$5,977,407	\$5,636,214
Public Service	\$420,912	\$683,144	\$40,475	\$16,969	\$16,843
Academic Support	\$42,495,148	\$45,638,140	\$45,336,066	\$43,706,595	\$46,591,737
Student Services	\$16,651,800	\$16,857,797	\$17,089,302	\$16,459,474	\$18,183,938
Institutional Support	\$34,187,849	\$32,663,390	\$33,931,464	\$41,060,985	\$44,833,721
Operations & Maintenance	\$35,143,725	\$32,745,101	\$34,993,398	\$37,026,444	\$42,163,924
Student Financial Aid	\$85,604,881	\$89,322,797	\$92,127,941	\$92,431,263	\$97,421,258
Sponsored Programs	\$20,338,926	\$20,407,435	\$23,373,077	\$23,290,696	\$31,638,184
Auxiliary Enterprise	\$109,635,088	\$119,232,021	\$121,020,248	\$81,489,246	\$87,502,961
<b>Total Operating Expenses</b>	<b>\$492,970,535</b>	<b>\$509,594,544</b>	<b>\$525,905,108</b>	<b>\$487,864,732</b>	<b>\$534,310,757</b>
<b>Total Operating Surplus/(Deficit)</b>	<b>\$9,017,566</b>	<b>\$9,396,581</b>	<b>\$11,681,912</b>	<b>\$62,066,961</b>	<b>\$40,919,188</b>



- Tuition & Fees
- State Appropriations
- Grants & Contracts
- Auxiliary
- Other



- Instruction
- Research
- Public Service
- Academic Support
- Student Services
- Institutional Support
- Operations & Maintenance
- Student Financial Aid
- Sponsored Programs
- Auxiliary Enterprise



# ACKNOWLEDGEMENTS

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