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## EXECUTIVE SUMMARY

The 2008-2009 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 2008 session. This budget document details the relevant components that comprise the University's 2008-2009 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, and summarizes the policy and program direction for the development of the 2008-2009 budget plan.

Chapter 2 describes the actions of the General Assembly during the 2008 Budget Session that impact the 2008-2009 budget year.

Chapter 3 outlines the University's budget process and provides relevant comparative data on general funding per FTE student, tuition and fee costs, and expenditures by program for the Virginia Public Higher Education Institutions.

Chapter 4 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.

- The E&G original appropriation (including VMASC & VCERC) increased from \$211.5 million in FY2008 to \$216 million in FY2009.
- The proposed FY2009 budget adds 23 Faculty members, 7 Professionals/Administrators, and 13 classified staff.
- E&G investments are consistent with the University's Strategic Plan.

Chapter 5 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 \$4 million.

- The Auxiliary appropriation for FY2009 grows to \$66.3 million.
- The proposed FY2009 budget adds 5 Professionals/Administrators, and 3 classified staff positions.
- Auxiliary investments are consistent with the University's Strategic Plan.

Chapter 6 contains graphs that depict the sources of revenue and provides a comparison between the 2007-2008 and 2008-2009 fiscal years.

Chapter 7 graphically represents the expenditure categories and provides a comparison between the 2007-2008 and 2008-2009 fiscal years.

## CHAPTER 1 OVERVIEW OF THE 2008-2009 OPERATING BUDGET AND PLAN

### STRATEGIC PLAN

As outlined in the *University's Strategic Plan 2005-2009*, a series of strategic initiatives were created that continue to provide the priorities for the resource allocation decisions contained in the 2008-2009 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 developed a vision statement, emphases, initiatives, objectives, and actions for the 2005-2009 Strategic Plan. The following seven general strategic initiatives formed the basis of the plan.

- (1) Old Dominion University will increase undergraduate and graduate academic quality, retain faculty, and gain a national reputation for excellence (to be among the nation's top 100 public research universities).
- (2) Old Dominion University will create an agenda and a climate that encourage research and creative activity.
- (3) Old Dominion University will improve the quality and productivity of graduate programs.
- (4) Old Dominion University will create a viable, lively campus community.
- (5) Old Dominion University will integrate and improve academic and administrative programs and services.
- (6) Old Dominion University will be sensitive to the people and needs of the region and world around it.
- (7) Old Dominion University will find the means necessary to accomplish all of the above.

### PROGRAM, POLICY DIRECTION, BUDGET DRIVERS FOR 2008-09

The Commonwealth of Virginia 2008-2010 biennial operating and capital budget development and appropriation process have been well publicized. The Governor and General Assembly demonstrated a commitment to higher education funding needs both in terms of "base adequacy funding" and the capital investment package. The Commonwealth investment in faculty and staff salaries, financial aid, capital investments, and the modeling and simulation research initiative are all indicative of an economy and State policy that

promotes education and research investments. Governor Kaine and the General Assembly's 2008 session amendments further strengthened the appropriations for higher education. This is particularly noteworthy given the downturn in Commonwealth revenues which resulted in budget reductions to higher education. The University had to decrease its E&G base budget by \$5.6 million. Consequently for FY2009, the University developed a budget plan which responds to the current fiscal environment, priority needs for our students and faculty/staff, and the strategic investment needs of the University. Old Dominion University's budget process for FY2009 was designed to maintain the revised base budget, to sustain specific budget initiatives/programs consistent with the Commonwealth's funding policy recognition of the need for "base adequacy funding," and to build a tuition and fee increase model within the recommended four percent tuition cap which would address operating budget priorities and unavoidable costs. In addition, the University budget is consistent with the criteria set forth in the University Strategic Plan and the Code of Virginia higher education institutional performance standards as follows: access, affordability, breadth of academic programs, academic standards, student retention and timely graduation, articulation agreements and dual enrollment, economic development, research, patents and licenses, elementary and secondary education, the six-year financial plan, and financial and administrative efficiency standards. President Runte defined the following priorities to address these diverse needs:

- Ensure the quality of academic, teaching and research programs
- Enhance direct services for students
- Continue implementation of the 2005-2009 Strategic Plan and begin to make possible the principles of the upcoming plan
- Build the appropriate infrastructure support especially as it relates to accomplishing the goals of the strategic plan
- Recognize our students' financial capabilities and limitations
- Reallocate or redirect resources, where possible, to support academic priorities
- Support research centers/targeted activities
- Support educational assessment initiatives, fundraising, marketing, and student housing needs and
- Minimize the addition of other user and service fees to students

Proposed funding allocations in the 2008-2009 budget have been consistent with these principles.

- *A continued investment in people.* We will continue to improve the salaries of faculty and staff to retain and recruit a well-qualified workforce. This year the focus will be on skilled trades positions, library staff, and publications, payroll, and accounts payable positions. We are making the compensation adjustments for these positions reflective of market competition, equity, promotions, compression, and job realignments. This is an on-going process and will continue into future years pending available funding.

- *Scholarships and fellowships.* Accessibility and quality are keys both to the *Strategic Plan* and to the state's requirements. There can be no better investment than in our students. The University allocated over one percent of the tuition increase to scholarships for undergraduate students.
- *Research and Information Technology.* We will continue to build the foundation for a strong, research enterprise. At the same time, to support our innovative teaching and cutting-edge research, we need to invest in information technology.
- *Infrastructure and Support Staff.* We have grown over the last few years and we cautiously invest in the supporting structures and personnel necessary to serve our students and faculty in their important mission.

The initiatives are continuously evaluated and modified and those that do not lead to significant measurable results will be abandoned. The University has begun the implementation of an integrated strategic goal and objectives tracking system (WEAVE Online) which will be enhanced in coming years with more definitive outcomes data. The University must both be responsive to the rapidly changing higher education environment and follow the objectives outlined in the University's Strategic Plan.

**CHAPTER 2**  
**FY2008-2010 ACTIONS OF THE GENERAL ASSEMBLY**

As a result of the actions taken by the Governor and the General Assembly in the 2008 session, the University's Educational and General fund appropriation increased from \$206 million in 2007-2008 to \$216 million in 2008-2009. The operating budget allocation addresses the long-standing funding issue of base adequacy and hopefully future appropriations will continue to promote the base adequacy goal.

The following table outlines the Educational and General Operating Budget for the 2008-2010 biennium as authorized by the Governor and the General Assembly in the 2008 session and highlights the funding appropriated to the University for 2008-2009, the first year of the biennium.

<b>Budget (in thousands)</b>	<b>General (State)</b>	<b>Nongeneral (Tuition/Fees)</b>	<b>Total</b>
FY2007 - 2008 Budget	\$109,412	\$96,589	\$206,001
FY2008 Budget Reductions	(\$5,649)		(\$5,649)
Annualized Salary & Benefit Adjustments	\$5,318	\$3,098	\$8,416
Operations & Maintenance (Batten Arts & Letters)	\$55	\$43	\$98
Base Adequacy Funding for Core Mission	\$782	\$607	\$1,389
Virginia Maritime Authorization	\$0	\$400	\$400
<b>2008-2009 Budget Adjustments:</b>			
<b>FY2008 - 2009 Budget Subtotal</b>	<b>\$109,918</b>	<b>\$100,737</b>	<b>\$210,655</b>
Tuition Moderation Incentive Funds*	\$1,090		\$1,090
<b>Modeling &amp; Simulation Research Initiative</b>	<b>\$3,000</b>		<b>\$3,000</b>
<b>Virginia Coastal Energy Research Consortium</b>	<b>\$1,600</b>		<b>\$1,600</b>
<b>Fiscal Year 2008-2009 Appropriation</b>	<b>\$115,608</b>	<b>\$100,737</b>	<b>\$216,345</b>
* Final Allocation TBD			

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

The major highlights of the approved operating and capital budgets for 2008-2009 are described in the following narrative.

## **Salary Increases**

The State budget includes funding for merit-based salary increases of 2 percent for state classified employees effective November 25<sup>th</sup>, 2008. President Runte has recommended implementing the 2 percent merit increase for teaching, research and administrative faculty. Faculty will receive 2 percent as will part-time faculty and graduate assistants effective November 25<sup>th</sup>, 2008. The University will also allocate \$286,000 in an effort to continue to address salary issues related to in-band adjustments and internal alignment for classified staff, market and internal alignment for administrative and professional faculty, as well as merit, retention and promotion funds for teaching and research faculty.

## **Fringe Benefits**

Overall, the benefit rates established by the Commonwealth have increased from 36.6% to 37.24% in FY2009, a .64% increase. The biggest increases are associated with retirement and health care costs. These increases have consequently increased the E&G fringe benefit budget by approximately \$678,000. The Commonwealth has retained the health care insurance changes of FY2008 and with an employee premium increase credit (EPIC) which effectively held the line on employee share costs. The FY2008 plan options and features are continued for FY2009 and are designed to balance adequate coverage, accessibility, utilization and costs.

## **Base Budget Adequacy & Enrollment Growth**

The State budget provides the University with \$781,601 in FY2009 and FY2010 for base operating and enrollment growth. These state general funds together with University budget planning and tuition setting for the upcoming fiscal year enables the University to respond positively to a long standing list of institutional needs. The University community is appreciative of the Governor's and General Assembly's commitment to higher education funding challenges.

## **Tuition Moderation Incentive Fund**

The General Assembly created the Higher Education Tuition Moderation Incentive Fund (TMIF) with potential allocations to public colleges and universities provided the institutions limit the increase of tuition and mandatory E&G fees for in-state undergraduate students to not more than four percent (if one percent is allocated for financial aid) for the 2008-2009 academic year. ODU's increase was 4.0% and the institution may be granted \$2.5 million in additional TMIF funds since several institutions exceeded the 4%.

## **Student Financial Aid**

The amended Commonwealth budget recommended an increase of \$1,082,819 for undergraduate financial aid bringing the total financial aid appropriation for both undergraduate and graduate students to \$14.4 million.

### **Equipment Trust Fund**

The 2008-2009 Equipment Trust Fund provides for allocations totaling \$58 million annually statewide to purchase technology and other equipment. Old Dominion's share of this allocation is approximately \$4 million for each year of the 2008-2010 biennium. This is an increase of \$395,978 over the current year's allocation. 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.

### **Maintenance Reserve Funds**

Maintenance Reserve funding has been a function of the Commonwealth's budget and the economy. Prior biennium general fund appropriations to fund repairs aimed at maintaining or extending the useful life of a facility, such as roofs, heating and cooling, and electrical systems have fluctuated. The Commonwealth budget increases the statewide Maintenance Reserve appropriation and utilizes bond proceeds. ODU's Maintenance Reserve allocation remains essentially the same at \$1.8 million for 2008-2009.

### **New Capital Projects**

The Commonwealth's 2008-2009 Budget includes capital budget initiatives largely dependent upon the University's nongeneral funds to enhance operations and quality of life. Commonwealth 2008 session statewide amendments addressed the escalating costs of construction and authorized an increase in appropriations based on construction industry prices for the Physical Science II and Hughes Hall Buildings. Plans are proceeding on the existing projects. In addition, the amended Biennium Budget included capital outlay funds for supplemental funding and nongeneral fund bond authority for the Powhatan Sports Complex and a new Residence Hall (Phase II). Land acquisition funding authority has been added consistent with prior years. Funding authority for renovation of the baseball stadium was also included. Finally, the revised Capital Outlay funding bill included authority for the Student Success Center (\$11.1M), the New Arts Complex and Visual Arts Building Renovation (\$19.2M), and acquisition of the VMASC building (\$13.3M), and detailed planning funds for the Systems Research and Academic Building (\$726K).



## RECOMMENDED CAPITAL BUDGET AMENDMENTS

### 2008-2009 Amendments

#### Includes Governor and Final Conference Committee Budget

<u>Project Name</u>	<u>VCBA Bonds Paid by State</u>	<u>Non-General Funds</u>	<u>9C NGF Bonds</u>	<u>9D NGF Bonds</u>	<u>Project Cost</u>
Webb University Center FY2008 Appropriation		\$8,658,683			\$8,658,683
Hughes Hall Equipment				\$1,300,000	\$1,300,000
Hughes Hall Cost Overrun	\$1,800,000				\$1,800,000
Physical Sciences Cost Overrun	\$1,500,000				\$1,500,000
Powhatan Sports Complex Supplemental Funding				\$7,207,000	\$7,207,000
Residence Hall Phase II			\$34,779,000		\$34,779,000
Acquire Land		\$1,970,000			\$1,970,000
Baseball Stadium Renovation (Private Funds)		\$3,000,000			\$3,000,000
Student Success Center	\$11,131,000				\$11,131,000
Consolidated Arts Complex	\$19,151,000				\$19,151,000
VMASC Building Acquisition	\$13,300,000				\$13,300,000
Systems Research & Academic Building Detailed Planning	\$726,000				\$726,000
<b>Total for 2009</b>	<b>\$47,608,000</b>	<b>\$13,628,683</b>	<b>\$34,779,000</b>	<b>\$8,507,000</b>	<b>\$104,522,683</b>

## CHAPTER 3 2008-2009 BUDGET PROCESS AND RELEVANT COMPARATIVE DATA

### BUDGET DEVELOPMENT PROCESS & TIMETABLE

The University's budget development process transcends many months of planning, development of resource requests and initiatives, review and analysis, budget hearings, budget preparation and compilation and interfacing to the University's financial and administrative systems for execution. Listed below are the calendar highlights of the budget development process and the critical interfaces with the Commonwealth's budgeting and General Assembly proceedings.

#### ***FY2009 BUDGET PROCESS AND TIMEFRAMES***

<b><i>Budget Process</i></b>	<b><i>Projected Timing</i></b>
• Submit State Budget Initiatives for Secretary of Education & Governor's consideration	October, 2007
• Realign revenue forecasts based on known and anticipated State GF\$; Alternative Tuition Increase Models Base Funding Level Parameters	December 3, 2007
• <b>Budget Guidance Memo Requesting:</b>	December 7, 2007
• Revised Budget Plans	
• E&G Base budget realignment by subaccount, net zero	
• Organizational Hierarchy proposed changes for 7/1/08	
• Fee & Service Charge changes/additions	
• <b>Budget Resources</b>	
• Base Budget Summary Tables	December 7, 2007
• Base Budget Worksheets	December 7, 2007
• Organizational Hierarchy Report	December 7, 2007
• Budget Planning Assumptions - Fringe Benefits, Indirect Rate	December 7, 2007
• Five Year Planning Model for Auxiliaries; A&F Auxiliary Models in process	December 7, 2007
• Tuition Fees & Service Charges	December 7, 2007
• Budget Webpage Templates	December 7, 2007
• Governor Kaine's December 17th Budget Proposals	December 17, 2007
• Concurrent Regional Public Hearings on Proposed State Budget	January 3, 2008
• General Assembly Convenes, Senate Finance & House Appropriations Committees begin their budget amendment process	January 9, 2008
• Senate Finance & House Appropriations to complete their budget analysis	February 6, 2008
• Senate & House to act on their Budget Bills	February 8, 2008
• <b>Budget Material Submissions Due</b>	February 22, 2008
• First Conference on the Budget Bill	February 21, 2008
• Budget Bill Conference Report Available	March 6, 2008
• General Assembly Session closes	March 8, 2008
• Realign revenue forecasts based on General Assembly Budget Actions Alternative Tuition Increase Models	March 11, 2008
• Request Budget Modification Plans if General Assembly actions necessitate	March 11, 2008
• <b>Budget Reviews with President Runte</b>	March 12-21, 2008
• Governor's Review of General Assembly Actions	until April 7, 2008
• General Assembly Reconvenes	April 16, 2008
• <b>Tuition &amp; Fee Proposal to Board of Visitors</b>	April 11, 2008
• <b>Budget Guidance Memos with Decisions</b>	May 23, 2008

- **Budget Proposal to Board of Visitors** June 13, 2008
- **Base Budget Roll for FY2009 Operating** June 19, 2008
- **Academic Affairs submits Ed Foundation Transfer Requests** June 27, 2008
- **Implement Budget Actions in New Fiscal Year** July 1, 2008
- Load non-base budget adjustments for one-time-only adjustments July 1, 2008

Clearly the University's budget planning and development process must integrate and factor in many variables in order to build a budget and operating plan recommending the best allocation of available resources.

## ENROLLMENT TRENDS

OLD DOMINION UNIVERSITY									
ENROLLMENT									
Headcount	Actual Fall 2007			Projected Fall 2008			Change Fall 2007 to 2008		
	Resident	Non	Total	Resident	Non	Total	Resident	Non	Total
<b>On-Campus</b>		<u>Resident</u>			<u>Resident</u>			<u>Resident</u>	
Undergraduate	12,086	1,432	13,518	12,464	1,440	13,904	378	8	386
Graduate	<u>2,568</u>	<u>906</u>	<u>3,474</u>	<u>2,691</u>	<u>946</u>	<u>3,637</u>	<u>123</u>	<u>40</u>	<u>163</u>
<b>Total On-Campus</b>	14,654	2,338	16,992	15,155	2,386	17,541	501	48	549
<b>Higher Ed Centers &amp; Off-Campus in Hampton Roads</b>									
Undergraduate	404	22	426	424	30	454	20	8	28
Graduate	<u>1,098</u>	<u>89</u>	<u>1,187</u>	<u>1,213</u>	<u>117</u>	<u>1,330</u>	<u>115</u>	<u>28</u>	<u>143</u>
<b>Subtotal</b>	1,502	111	1,613	1,637	147	1,784	135	36	171
<b>Teletechnet &amp; Off-Campus Outside Hampton Roads</b>									
Undergraduate	1,814	40	1,854	1,910	68	1,978	96	28	124
Graduate	<u>1,050</u>	<u>94</u>	<u>1,144</u>	<u>1,161</u>	<u>121</u>	<u>1,282</u>	<u>111</u>	<u>27</u>	<u>138</u>
<b>Subtotal</b>	2,864	134	2,998	3,071	189	3,260	207	55	262
<b>Teletechnet USA Outside VA</b>									
Undergraduate	12	256	268	13	273	286	1	17	18
Graduate	<u>13</u>	<u>403</u>	<u>416</u>	<u>15</u>	<u>452</u>	<u>467</u>	<u>2</u>	<u>49</u>	<u>51</u>
<b>Subtotal</b>	25	659	684	28	725	753	3	66	69
<b>Total Headcount</b>	19,045	3,242	22,287	19,891	3,447	23,338	846	205	1,051
<b>Annual FTE (proj)</b>	15,060	2,113	17,173	15,481	2,483	17,964	421	370	791
<b>First-Time Freshman</b>	2,278	293	2,571	2,376	324	2,700	98	31	129
<b>Transfer Students</b>	1,816	304	2,120	1,672	228	1,900	-144	-76	-220

## AFFORDABILITY - HISTORICAL COMPARISONS TO VIRGINIA UNIVERSITIES

The University Enrollment Management Commission reviewed the following data assessing ODU's pricing relative to other Virginia doctoral institutions. The conclusion was that ODU was consistently in the bottom in lowest cost for full-time resident and nonresident undergraduate students. Ever mindful of this benchmark, the University's Executive leadership remains committed to accessible and affordable education. Consequently, budget development and resource allocation reflect this approach to balancing student, institutional needs, and student affordability.

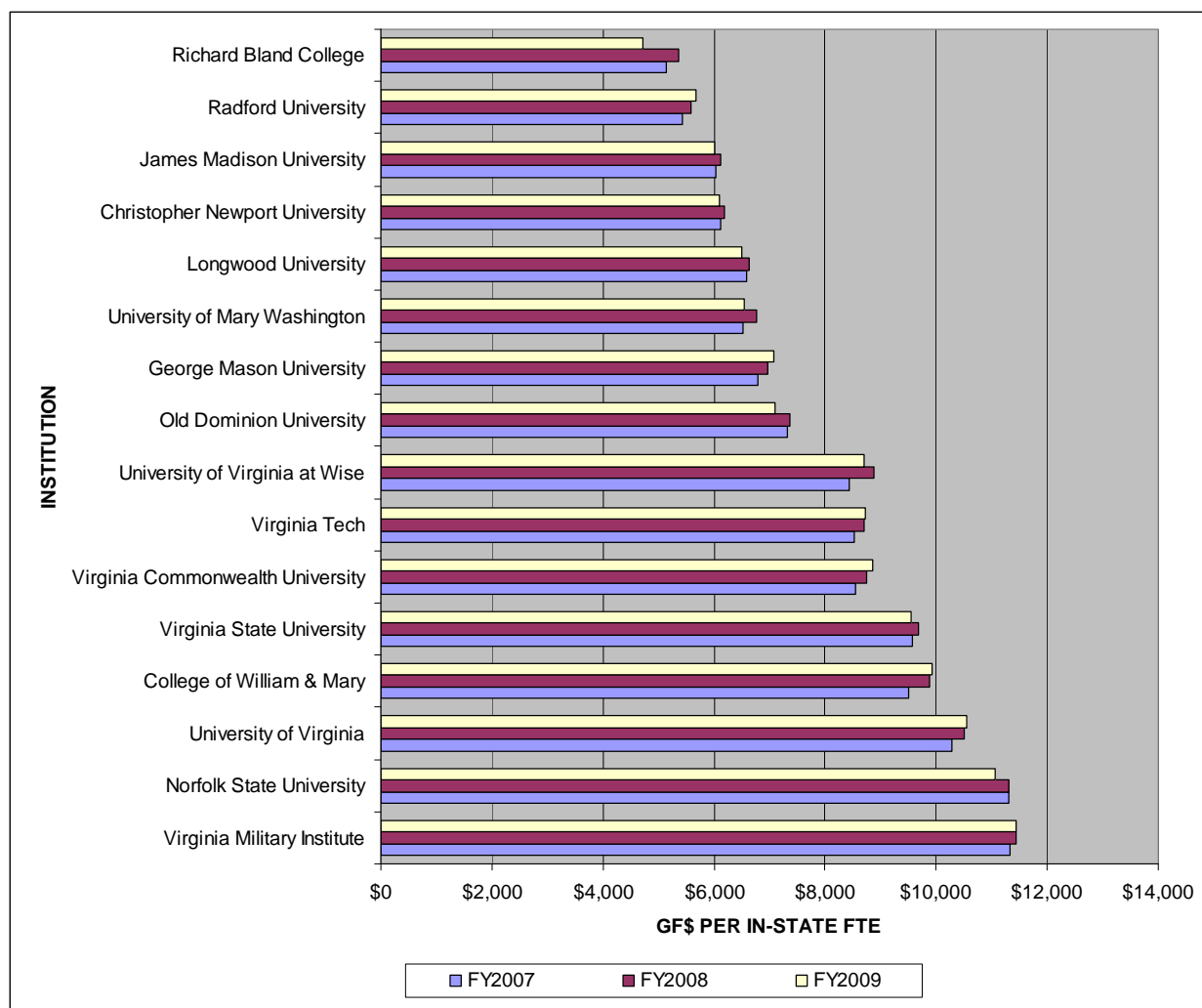
<b>FULL-TIME RESIDENT UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM &amp; BOARD COSTS (2008-2009)</b>					
Institution	Tuition & E&G Fees	Total Auxiliary Fees	<b>Tuition &amp; Fees</b>	Average Room & Board	Total
CWM	\$6,910	\$3,336	<b>\$10,246</b>	\$8,030	\$18,276
UVA	\$7,498	\$1,802	<b>\$9,300</b>	\$7,820	\$17,120
GMU	\$5,526	\$1,986	<b>\$7,512</b>	\$7,360	\$14,872
VCU	\$4,992	\$1,787	<b>\$6,779</b>	\$7,914	\$14,693
ODU	\$4,203	\$2,715	<b>\$6,918</b>	\$7,134	\$14,052
VT	\$6,895	\$1,303	<b>\$8,198</b>	\$5,476	\$13,674
<b>FULL-TIME NONRESIDENT UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM &amp; BOARD COSTS (2008-2009)</b>					
Institution	Tuition & E&G Fees	Total Auxiliary Fees	<b>Tuition &amp; Fees</b>	Room & Board	Total
UVA	\$27,798	\$1,802	<b>\$29,600</b>	\$7,820	\$37,420
CWM	\$25,990	\$3,336	<b>\$29,326</b>	\$8,030	\$37,356
GMU	\$19,662	\$1,986	<b>\$21,648</b>	\$7,360	\$29,008
VCU	\$17,937	\$1,787	<b>\$19,724</b>	\$7,914	\$27,638
VT	\$19,522	\$1,303	<b>\$20,825</b>	\$5,476	\$26,301
ODU	\$15,793	\$2,795	<b>\$18,588</b>	\$7,134	\$25,722

## GENERAL FUNDING PER IN-STATE STUDENT FTE

A preliminary analysis of the 2008-2009 general fund appropriation per in-state, full-time equivalent student reveals that Old Dominion University continues to receive less general fund support than 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.

The combined low tuition and general fund support per in-state student FTE indicate that Old Dominion University has fewer resources available as compared to the other Virginia doctoral and research institutions. Nonetheless, the University demonstrates prudent fiscal management by achieving its mission while remaining affordable and accessible to our constituents.

### COMPARISON OF FY2007 VS. FY2008 VS. FY2009 GF\$ PER IN-STATE FTE



## COMPARISON OF GENERAL AND NONGENERAL APPROPRIATIONS FOR VIRGINIA HIGHER EDUCATION INSTITUTIONS

The following analysis includes agency appropriations only comparing the relative State vs. non-general fund support per institution. Note ODU's non-general funds have been adjusted here to reflect the ODU Research Foundation revenues not customarily portrayed in such appropriation comparisons.

<b>Virginia's Public Colleges and Universities</b>				
<b>Percentage of State Support for 2008-09 Educational Operating Budgets</b>				
<b>(In Millions)</b>				
<b>Institution</b>	<b>State Support</b>		<b>Tuition, Fees &amp; Other Non-State Funds</b>	
	<b>Amount</b>	<b>Percent</b>	<b>Amount</b>	<b>Percent</b>
Christopher Newport University	\$ 28.4	54.6%	\$ 23.6	45.4%
College of William & Mary	\$ 48.8	37.3%	\$ 81.9	62.7%
George Mason University	\$ 138.8	40.5%	\$ 203.8	59.5%
James Madison University	\$ 77.8	38.1%	\$ 126.3	61.9%
Longwood University	\$ 28.1	56.8%	\$ 21.4	43.2%
Norfolk State University	\$ 46.8	58.3%	\$ 33.5	41.7%
Old Dominion University	\$ 109.9	43.2% <sup>***</sup>	<b>\$ 144.7</b>	56.8%
Radford University	\$ 51.6	51.9%	\$ 47.8	48.1%
University of Mary Washington	\$ 23.1	40.0%	\$ 34.7	60.0%
University of Virginia	\$ 148.8	31.5%	\$ 323.2	68.5%
University of Virginia at Wise	\$ 15.1	66.5%	\$ 7.6	33.5%
Virginia Commonwealth University	\$ 200.6	42.0%	\$ 277.4	58.0%
Virginia Military Institute	\$ 10.9	36.1%	\$ 19.3	63.9%
Virginia State University	\$ 33.5	52.0%	\$ 30.9	48.0%
Virginia Tech	\$ 178.5	37.2%	\$ 301.2	62.8%
Richard Bland College	\$ 6.0	65.2%	\$ 3.2	34.8%
Community College System	<u>\$ 396.5</u>	<u>52.7%</u>	<u>\$ 356.5</u>	<u>47.3%</u>
<b>Totals</b>	<b>\$ 1,543.2</b>	<b>43.1%</b>	<b>\$ 2,037.0</b>	<b>56.9%</b>
<sup>***</sup> Includes unappropriated \$44M from ODU Research Foundation				

## TUITION & FEE TRENDS

The University's tuition and fee trends over the past five years are cited below and demonstrate the consistent approach to balancing pricing with student affordability and institutional requirements.

### OLD DOMINION UNIVERSITY

#### Cost of Old Dominion University

In-State Undergraduate	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Tuition and Fees	\$5,268	\$5,614	\$6,098	\$6,528	\$6,918
Percent Adjusted	6.9%	6.6%	8.6%	7.1%	6.0%
Room and Board	\$5,706	\$5,877	\$6,312	\$6,685	\$7,134
Total Cost	\$ 10,974	\$ 11,491	\$ 12,410	\$ 13,213	\$ 14,052
Percent Adjusted	5.4%	4.7%	8.0%	6.5%	6.3%

Fees include Technology, Transportation, Health and General Service Fees based on 30 credit hours

Room and Board reflects a weighted average.

Tuition is capped at 4%; Fee Increase of 9.9% for Football & Title IX expansion

Out-State Undergraduate	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Tuition and Fees	\$14,688	\$15,394	\$16,658	\$17,748	\$18,588
Percent Adjusted	4.3%	4.8%	8.2%	6.5%	4.7%
Room and Board	\$5,706	\$5,877	\$6,312	\$6,685	\$7,134
Total Cost	\$ 20,394	\$ 21,271	\$ 22,970	\$ 24,433	\$ 25,722
Percent Adjusted	4.3%	4.3%	8.0%	6.4%	5.3%

Fees include Technology, Transportation, Health and General Service Fees based on 30 credit hours

Room and Board reflects a weighted average.

In-State Graduate	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Tuition and Fees	\$6,072	\$6,496	\$7,028	\$7,494	\$7,902
Percent Adjusted	4.7%	7.0%	8.2%	6.6%	5.4%
Room and Board	\$5,706	\$5,877	\$6,312	\$6,685	\$7,134
Total Cost	\$ 11,778	\$ 12,373	\$ 13,340	\$ 14,179	\$ 15,036
Percent Adjusted	4.4%	5.1%	7.8%	6.3%	6.0%

Fees include Technology, Transportation, Health and General Service Fees based on 24 credit hours

Room and Board reflects a weighted average.

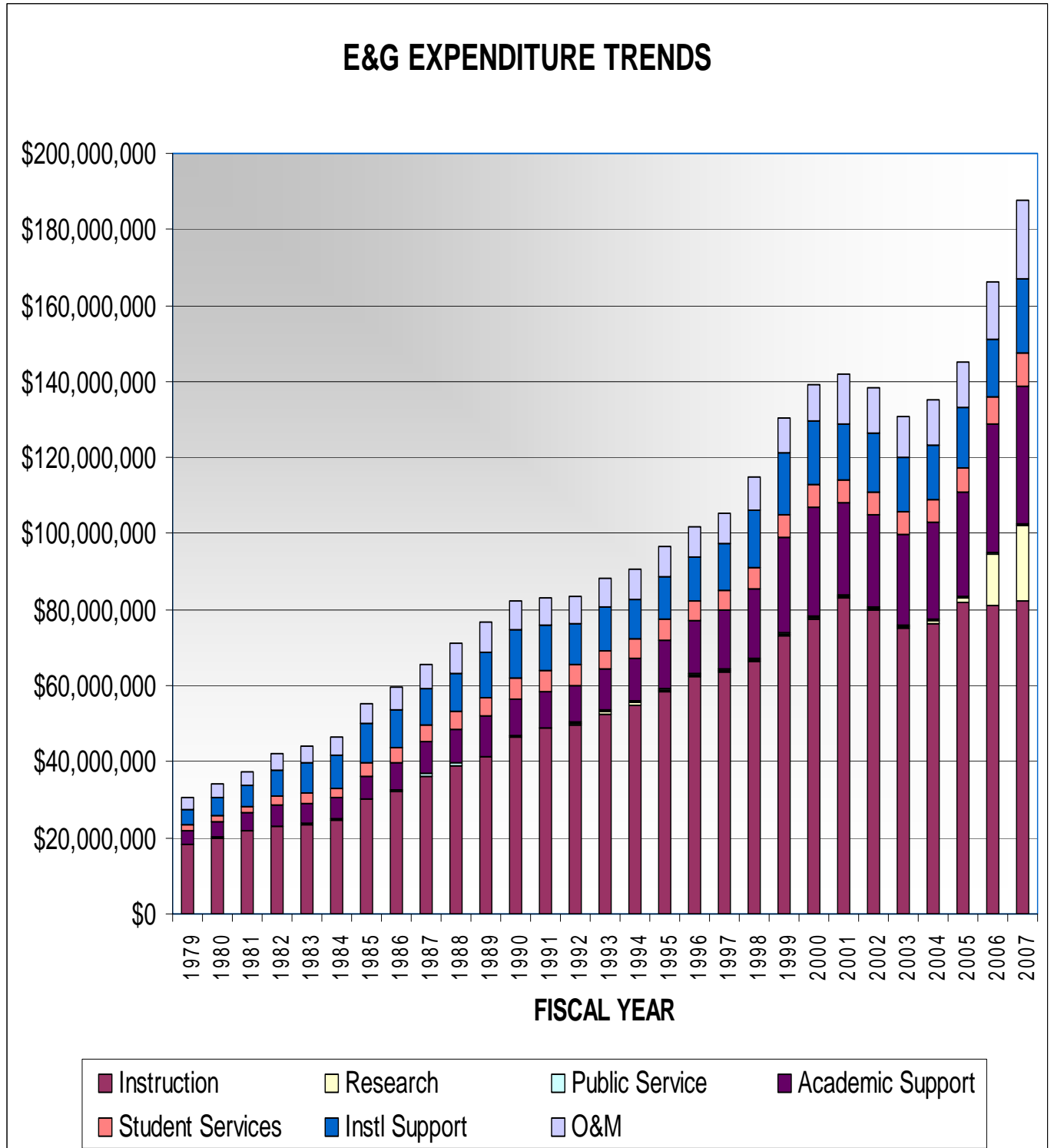
Out-State Graduate	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Tuition and Fees	\$15,322	\$16,058	\$17,358	\$18,478	\$19,318
Percent Adjusted	4.7%	4.8%	8.1%	6.5%	4.5%
Room and Board	\$5,706	\$5,877	\$6,312	\$6,685	\$7,134
Total Cost	\$ 21,028	\$ 21,935	\$ 23,670	\$ 25,163	\$ 26,452
Percent Adjusted	4.5%	4.3%	7.9%	6.3%	5.1%

Fees include Technology, Transportation, Health and General Service Fees based on 24 credit hours

Room and Board reflects a weighted average.

## E&G EXPENDITURE TRENDS

The following chart and data are extracted from the Commonwealth's Accounting & Reporting System and portray the pattern of ODU expenditures from 1979 - 2007. The distribution of functional expense is relatively consistent over the fiscal years while the total resources are strongly correlated with the economy and Commonwealth funding.





## E&G EXPENDITURES BY PROGRAM FOR ALL THE VIRGINIA PUBLIC HIGHER EDUCATION INSTITUTIONS

The following chart indicates the total Educational and General Expenditures by Program for all the Virginia Public Higher Education Institutions. The State Council of Higher Education is mandated to report the institutions annual expenditures to the General Assembly every year. With the exception of the College of William and Mary, Old Dominion University's E&G expenditures are the lowest among the doctoral research institutions.

<b>2006-07 Total Educational and General Expenditures by Program Virginia Public Higher Education Institutions</b>								
Instituti	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	O&M	Total
VT	\$ 224,182,792	\$ 34,255,535	\$ 10,544,074	\$ 53,130,453	\$ 10,930,897	\$ 39,259,499	\$ 48,249,678	\$ 420,552,928
VCU	\$ 254,319,815	\$ 8,210,726	\$ 4,862,791	\$ 61,324,207	\$ 12,648,381	\$ 38,997,995	\$ 35,482,660	\$ 415,846,577
UVA	\$ 204,804,864	\$ 13,440,873	\$ 4,591,214	\$ 74,866,439	\$ 19,015,159	\$ 34,920,585	\$ 59,768,196	\$ 411,407,329
GMU	\$ 181,271,649	\$ 9,620	\$ 1,385,797	\$ 43,249,865	\$ 17,860,058	\$ 35,857,956	\$ 24,685,685	\$ 304,320,628
ODU	\$ 82,230,115	\$ 20,099,529	\$ 241,854	\$ 36,315,669	\$ 8,469,080	\$ 19,541,306	\$ 20,882,818	\$ 187,780,371
JMU	\$ 94,765,176	\$ 806,884	\$ 1,296,735	\$ 28,310,131	\$ 10,400,758	\$ 22,238,880	\$ 21,652,151	\$ 179,470,717
CWM	\$ 66,585,833	\$ 1,373,324	\$ 8,298	\$ 21,465,283	\$ 5,754,779	\$ 13,349,347	\$ 10,900,253	\$ 119,437,117
RU	\$ 48,467,178		\$ 379,376	\$ 9,404,353	\$ 4,130,509	\$ 15,423,958	\$ 8,939,252	\$ 86,744,626
NSU	\$ 32,743,917	\$ 120,332	\$ 656,900	\$ 10,039,420	\$ 4,393,967	\$ 14,526,830	\$ 9,976,010	\$ 72,457,376
VSU	\$ 32,113,418	\$ 116,792	\$ 115,007	\$ 4,968,304	\$ 3,594,620	\$ 7,065,312	\$ 6,966,196	\$ 54,939,649
UMW	\$ 24,492,496	\$ 389,621	\$ 222,732	\$ 4,684,375	\$ 4,286,126	\$ 9,439,401	\$ 5,524,918	\$ 49,039,669
LU	\$ 19,868,602		\$ 514,667	\$ 5,771,788	\$ 2,747,322	\$ 12,330,095	\$ 4,970,545	\$ 46,203,019
CNU	\$ 22,013,409			\$ 7,074,611	\$ 4,394,061	\$ 5,453,455	\$ 6,149,147	\$ 45,084,684
VMI	\$ 11,688,449		\$ 100,351	\$ 3,417,656	\$ 1,976,212	\$ 3,958,134	\$ 4,201,790	\$ 25,342,591
UVA	\$ 7,470,492	\$ -	\$ 143,535	\$ 3,648,030	\$ 1,762,545	\$ 3,339,870	\$ 2,950,140	\$ 19,314,612
Wise								
RBC	\$ 3,173,690			\$ 302,418	\$ 782,686	\$ 2,329,914	\$ 1,531,277	\$ 8,119,986
VCCS	\$ 299,682,951		\$ 4,368,305	\$ 71,007,162	\$ 47,443,877	\$ 146,279,161	\$ 62,935,719	\$ 631,717,175
<b>Total</b>	<b>\$1,609,874,843</b>	<b>\$ 78,823,237</b>	<b>\$ 29,431,636</b>	<b>\$ 438,980,164</b>	<b>\$ 160,591,038</b>	<b>\$ 424,311,700</b>	<b>\$ 335,766,436</b>	<b>\$ 3,077,779,054</b>
Source: SCHEV & FY07 CARS.								

The following table shows the Expenditures (less Research) per FTE Student. Old Dominion University's ratio of \$10,140 per FTE falls well below the overall average, followed only by Christopher Newport, Radford, Richard Bland and the Virginia Community College System. This comparison shows that Old Dominion University is the lowest of all the doctoral and research institutions and the majority of the comprehensive four-year institutions in its spending per student FTE.

## 2006-07 Total Educational and General Expenditures by Program Virginia Public Higher Education Institutions

Institution	Total	ANNUAL FTE	Exp Less Research per FTE
University of Virginia	\$ 411,407,329	23,716	\$16,781
Virginia Military Institute	\$ 25,342,591	1,555	\$16,297
Virginia Commonwealth University	\$ 415,846,577	25,704	\$15,859
College of William and Mary	\$ 119,437,117	7,831	\$15,076
Norfolk State University	\$ 72,457,376	5,090	\$14,212
Virginia Tech	\$ 420,552,928	28,704	\$13,458
George Mason University	\$ 304,320,628	22,717	\$13,396
University of Virginia at Wise	\$ 19,314,612	1,677	\$11,517
Virginia State University	\$ 54,939,649	4,782	\$11,464
Longwood University	\$ 46,203,019	4,165	\$11,093
University of Mary Washington	\$ 49,039,669	4,462	\$10,903
James Madison University	\$ 179,470,717	17,102	\$10,447
<b>Old Dominion University</b>	\$ 187,780,371	16,537	\$10,140
Christopher Newport University	\$ 45,084,684	4,509	\$9,999
Radford University	\$ 86,744,626	8,881	\$9,767
Richard Bland College	\$ 8,119,986	928	\$8,750
Virginia Community College System	\$ 631,717,175	96,857	\$6,522
<b>Total</b>	<b>\$ 3,077,779,054</b>	<b>275,217</b>	<b>\$10,897</b>

Source: SCHEV & FY07 CARS.

### BUDGET SUBMISSION REQUESTS

Each year the President issues a budget development memo which attempts to gauge the environ impacting next year's budget development. Historically the budget development message encourages reallocations where possible, submission of well-defined and measurable program initiatives, and advocates proposals advancing the University's Strategic Plan. Furthermore, it provides a reminder of the fiscal environment facing the Commonwealth and higher education arena.

Higher education naturally generates incredibly exciting proposals and initiatives for funding consideration. Historically, ODU has submitted bold research and instruction initiatives in cutting edge fields such as bioinformatics, modeling and simulation just to name a few. The Commonwealth receives numerous proposals from all State agencies and cannot underwrite all the extremely well conceived prospectuses. ODU has

benefited from State research and development funding in the past; however, the innovative initiatives developed by University faculty cannot always attain State and/or sponsored funding. While University research efforts grow, funding capacity rarely can keep pace with the depth and breath of creative initiatives put forward.

The University's internal budget process provides the structured opportunity to solicit, evaluate, and prioritize many compelling institutional initiatives focused on advancing strategic themes. Like most public sector organizations, the scope and diversity of the documented needs far exceeds the resource capacity of the institution to fully fund all requests. Consequently, the budget resource requests that are totaled below do not reflect the totality of actual submissions from the Vice Presidents given finite resources.

### **FY2009 UNIVERSITY TOTAL BUDGET REQUESTS BY STRATEGIC GOALS**

<b>Strategic Objective</b>	<b>Cost Type</b>			<b>Grand Total</b>
	<b>BASE</b>	<b>ETF</b>	<b>OTO</b>	
Academic Quality	\$ 764,792	\$ 96,000	\$ 8,000	\$ 868,792
Retaining Faculty	\$ 1,274,971			\$ 1,274,971
National Reputation for Excellence	\$ 2,522,785		\$ 391,932	\$ 2,914,717
Faculty Research	\$ 532,850	\$ 750,000		\$ 1,282,850
Interdisciplinary Research & Centers	\$ 627,575		\$ 5,000	\$ 632,575
Increased Research Funding Expenditures	\$ 78,130			\$ 78,130
Quality of Graduate Programs	\$ 638,706			\$ 638,706
Main Campus Master Plan Update	\$ 569,393		\$ 427,325	\$ 996,718
Campus Life	\$ 6,558,644		\$ 4,825,302	\$11,383,946
Faculty & Staff Benefits	\$ 480,979		\$ 10,000	\$ 490,979
Integrate & Improve Academic & Administrative	\$ 115,392			\$ 115,392
Enrollment Management	\$ 1,345,449	\$ 42,076	\$ 16,000	\$ 1,403,525
Academic Support Services	\$ 631,208	\$ 418,442	\$ 352,000	\$ 1,401,650
Administrative Support Services	\$ 1,410,326	\$ 25,000	\$ 396,000	\$ 1,831,326
Regional Outreach Programs	\$ 29,019			\$ 29,019
Reallocation of Current Resources	\$ 228,934			\$ 228,934
Institutional Advancement	\$ 112,370	\$ 33,100	\$ 8,700	\$ 154,170
Development Funding	\$ 324,482	\$ 13,050		\$ 337,532
<b>GRAND TOTAL</b>	<b>\$18,246,005</b>	<b>\$ 1,377,668</b>	<b>\$ 6,440,259</b>	<b>\$26,063,932</b>

## 2008-09 BUDGET SUMMARY

This section provides an overview of the University's 2008-2009 operating budget. Some significant elements in the proposed plan are presented below.

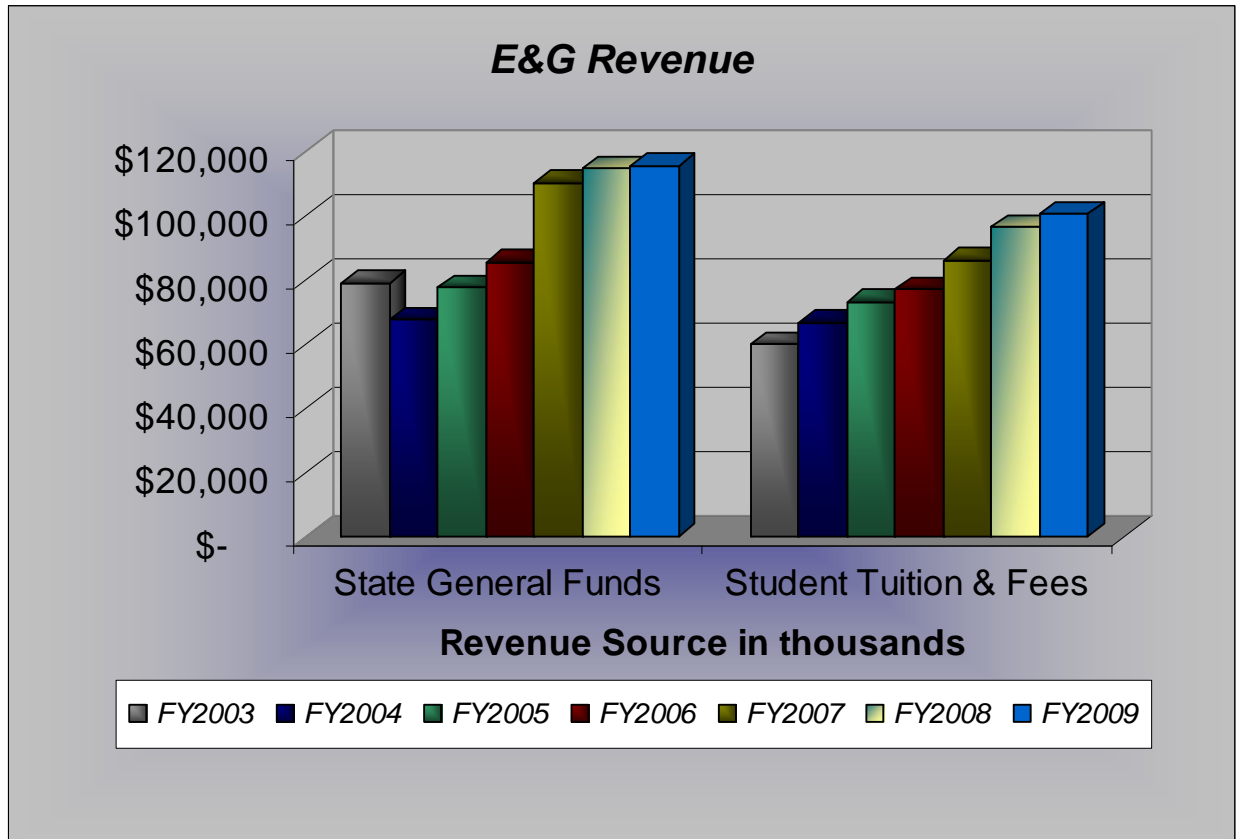
- The budget is based on conservative assumptions related to enrollment projections, revenue calculations and expenditure estimates as contained in the University's Six-Year Plan.
- The budget balances revenues and expenditures within the University's Educational and General programs and other operating funds and contributes approximately \$4 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, 2008 board meeting, tuition and mandatory educational fees for Virginia undergraduates will increase by 6.0 percent for full-time Virginia undergraduates and 4.7 percent for out-of-state undergraduates. With room and board the total increases are 6.3 percent and 5.3 percent respectively. Likewise, the auxiliary student fees, and room and board charges were increased slightly to cover the salary, health-care benefits, indirect cost adjustments and inflationary costs. Auxiliary fees increased by \$ 229, a 9.9 percent increase, and room and board costs increased \$390, a 6.0 percent increase. The student health fee and the transportation fee remained constant. In total, tuition, fees and room and board for full-time Virginia undergraduates increased by \$839, a 6.3 percent increase.

Tuition and fees increased 6.0 percent for in-state graduate students, and 5.3 percent for out-of-state undergraduates and 5.1 percent for out-of-state graduates. The increases in tuition were necessary to cover operating expenses and salary and benefit requirements.

The proposed expenditure budget for 2008-2009 for the total University is \$411.6 million, an increase of 7.9 percent over the original 2007-2008 operating budget. This overall increase is primarily attributed to the combined effects of increased state funding and tuition increases, anticipated expenditures in increased student scholarships and loan funds, an increase in grant activity, an increase in gift and endowment transfers from the Educational Foundation, and Auxiliary Services (housing debt service and parking and student recreation center initiatives). 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 over FY2003 to FY2009 is illustrated by the chart below demonstrating 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, increased to \$77.7 million in FY2005, increased to \$85.6 million in FY2006, increased to \$110.3 million in FY2007, to \$114.9 million in FY2008, and \$115.6 in FY2009 after fall 2007 base reductions and reduced modeling and simulation funding.

- Student tuition and fee revenue appropriation increased from \$61.3 million in FY2003 to \$68.5 million in FY2004, to \$73.3 in FY2005, to \$77.2 in FY2006, to \$86.1 in FY2007, \$96.6 in FY2008 and to \$100.7 million. The University will earn approximately \$3.3 million more in tuition and fees for FY2009. Based on conservative budget decisions, the revenue generated by Commonwealth general funds and the tuition and fee increase provided funding for the 2008-09 Operating Budget and Plan as follows:

	<b>2007-2008</b>	<b>2008-2009</b>	<b>\$ Increase</b>
<b>Educational &amp; General Programs</b>	<b>\$199.8</b>	<b>\$208.0</b>	<b>\$8.2</b>
<b>Auxiliary Services</b>	<b>\$ 62.9</b>	<b>\$ 67.6</b>	<b>\$4.7</b>
<b>Grants &amp; Contracts</b>	<b>\$ 23.2</b>	<b>\$ 24.9</b>	<b>\$ 1.7</b>
<b>Gifts &amp; Discretionary</b>	<b>\$ 7.5</b>	<b>\$ 8.9</b>	<b>\$ 1.4</b>
<b>Scholarships &amp; Fellowships</b>	<b>\$ 24.0</b>	<b>\$30.0</b>	<b>\$ 6.0</b>
<b>Student Loan Funds</b>	<b>\$63.7</b>	<b>\$72.2</b>	<b>\$ 8.5</b>
<b>Total University Budget</b>	<b>\$ 381.1</b>	<b>\$ 411.6</b>	<b>\$30.5</b>

## **CHAPTER 4**

### **2008-2009 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES**

The University's 2008-2009 Educational and General budget is based on the strategic program priorities that follow. The funds appropriated by the General Assembly for the 2008-2010 biennium were earmarked for continuation of services coupled with latitude in increasing tuition and fees. The Commonwealth's budget investments consistent with the higher education base adequacy and tuition moderation funding models will enable allocations for long standing University needs. Principally, the University will allocate funds for instructional quality investments and faculty/staff compensation adjustments that were not possible over the last two biennia. Together with modest tuition and fee increases Old Dominion looks forward to advancing the institution's strategic agenda. Likewise, the University supports the Commonwealth's continuing investment in higher education consistent with the base funding adequacy model which demonstrates that all Virginia institutions still require substantially more state general funds to attain nationally recognized funding benchmarks in terms of faculty salaries, instructional support, institutional support, and operations and maintenance.

#### **UNIVERSITY-WIDE:**

##### **Compensation**

The Governor and General Assembly included provisions for merit-based salary increases of 2 percent for state classified employees effective November 25, 2008. Full-time teaching and research faculty, administrators, part-time faculty, graduate teaching and research assistants will receive merit increases of 2 percent. The University will allocate sufficient funding to support faculty and administrator retention. The University will also allocate \$187,674 to address salary issues identified in the Human Resources Compensation Study. In addition, \$98,499 in funding will be included to complete the skilled trades compensation adjustments. In addition, both State funds and tuition dollars were used to cover the increased costs in health care, disability insurance and retirement.

#### **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 funding has been allocated to support 23 faculty positions in support of academic needs. Faculty merit, retention, promotion and new faculty funds total \$5.4 million.

## **University College**

Consistent with the Strategic Plan and the Enrollment Management initiative significant examination and focus has been conducted over the past three years to integrate and enhance a continuum of services aimed at student success. To that end, the University College continues to evolve and will initiate a student mentoring program to further enhance enrollment management and retention objectives.

## **Library Materials**

Old Dominion University's desire to promote and sustain high quality instruction and research is well documented in its Strategic Plan. A strong library collection is an integral component to support such an objective. Base funding of \$320,000 will be allocated to cover the inflationary cost for maintaining journal subscriptions and adding collections during the upcoming year.

## **Research Initiatives**

Funding allocations have been made to continue the Commonwealth Higher Education Research Initiative for the University's expansion of modeling and simulation research and teaching. As well publicized, the Governor's budget included \$4 million in general funds in FY09 (continuation of the current allocation), but no general funds in FY10. The Conference Committee reduced the allocation to \$1.5 million in both years. The Governor, Secretary of Finance, and General Assembly modified the Capital Package to include purchase of the VMASC building thereby eliminating approximately \$1 million in annual lease payments. In addition, the Governor supported moving the second year appropriation to FY09 so that the VMASC Research Initiative becomes whole at \$3 million. The challenge will be FY2010 continuation funding.

The Governor's budget included \$1.5 million in the first year and \$750,000 in the second year for the Virginia Coastal Energy Research Consortium (VCERC) Research Initiative continuation. The Conference Committee increased the allocation to \$1.6 for the first year and zeroed out the allocation entirely in the second year. VCERC has conducted research and development of renewable energy resources, with an initial focus on offshore winds, waves and marine biomass. VCERC's efforts are included in the Governor's Energy Plan. Strategically, the University should strive to increase our research grants and move towards advancing to the Top 100 research Universities status.

## **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 \$4.0 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 mission-critical infrastructure including network and system monitoring programs.
- Software and Hardware Contract Increases. Banner Operational Data Store and Enterprise Data Warehouse projects.
- Mediated classrooms support expansion.

### **Distance Learning**

- Continuation of asynchronous plans.

### **STUDENT AFFAIRS (Campus Life Initiatives):**

#### **Program Enhancements**

Several allocations were made to address Student Affairs initiatives in support of international students, disability services, student life programming and residence life. In addition, the Health Center budget has been adjusted for nursing and lab costs but within the current student health fee.

#### **Public Safety Services**

The University continues expanded policing and security staff to cover a vibrant and growing campus as well as Virginia Beach Higher Education Center, Tri-Cities Center and VMASC. Law enforcement officers, a security officer, and annual costs for the Emergency Notification Communication System been added to the budget. As the campus continues to evolve, public safety support and monitoring must be maintained.

### **OPERATION AND MAINTENANCE OF FACILITIES**

The University will allocate funding for additional housekeeping and operations staff for university housing needs (recoverable). The utilities budget has been increased by \$591,000 and will continue to be closely monitored given the latest Dominion Power forecasts on further rate adjustments (33%). Funding has been allocated to reinstate a

planned carpeting and painting program.

## SCHOLARSHIPS AND FELLOWSHIPS

### Institutional Scholarship Programs

Central and need-based scholarship funds have been base funded at \$5.9 million to provide resources to attract qualified students. It should be noted that a portion of the approved tuition and fee rate increase for 2009 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 \$1,082,819 in state-supported student financial aid during the most recent state budget process. We are 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. Both the number of borrowers and 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.

### New E&G Investments

The following list details the E&G initiatives funded in this budget pursuant to internal budget deliberations. The list is presented as base initiatives and one-time by program area.

#### ***FY2009 E&G INVESTMENTS BY PROGRAM AREA -- BASE & ONE-TIME***

Sum of Total Cost		Cost Type		
Program Area	Budget Initiative	BASE	OTO	Grand Total
Instruction	Addl. Faculty Funds for Counter Salary Offers	\$ 35,474		\$ 35,474
	Adjunct Faculty Compensation	\$ 960,186		\$ 960,186
	Associate Dean Salary	\$ 25,389		\$ 25,389
	Cell Biologist Position Conversion to 12 Month Departmental Chairs	\$ 163,920	\$ 5,000	\$ 168,920
	Dental Hygiene Nitrous Oxide Analgesia Equipment		\$ 4,000	\$ 4,000
	Faculty Positions (7 FTE)	\$ 628,565	\$ 141,780	\$ 770,345

	Faculty Promotion Funds	\$ 76,062		\$ 76,062
	Faculty Travel Fund	\$ 75,000		\$ 75,000
	Early Retirement Incentive for Business Faculty	\$ 194,673		\$ 194,673
	Lease Payments Instructional & Research Space	\$ 53,574		\$ 53,574
	Part-time Lecturer in Business and Arts and Letters		\$ 57,372	\$ 57,372
	Marching Band	\$ 43,060	\$ 150,000	\$ 193,060
	Math & Science Resource Center	\$ 201,742		\$ 201,742
	Online Criminal Justice Program - Year 2	\$ 26,019		\$ 26,019
	Operational Support for Military Science & Leadership	\$ 9,300		\$ 9,300
	Operational Support for Naval Science	\$ 10,000		\$ 10,000
	Tidewater Writing Project	\$ 45,000		\$ 45,000
	Staffing and Marketing Funds for Higher Ed Centers	\$ 105,765		\$ 105,765
	Redefinition of Research Programs (Technical)	\$ 12,807,428		\$ 12,807,428
	Budget Reductions FY08	\$ (953,960)		\$ (953,960)
	Salary and Benefit Increases	\$ 1,834,116		\$ 1,834,116
	Startup Equipment Package for New Faculty	\$ 816,000		\$ 816,000
	Summer School Adjunct Needs	\$ -	\$ 1,466,953	\$ 1,466,953
Instruction Total		\$ 17,183,895	\$ 1,825,105	\$ 19,009,000
Research & Public Service Programs	Licensing Assistant	\$ 78,482		\$ 78,482
	Modeling & Simulation Faculty Positions (7 FTE)	\$ 1,000,000		\$ 1,000,000
	Research Faculty Positions (1 FTE)	\$ 105,430		\$ 105,430
	Salary & Benefit Increases	\$ 152,353		\$ 152,353
	Budget Reductions FY08	\$ (50,837)		\$ (50,837)
	Redefinition of Research Programs (Technical)	\$ (12,807,428)		\$ (12,807,428)
Research & Sponsored Programs Total		\$ (11,522,000)	\$ -	\$ (11,522,000)
Academic Support	Distance Learning Reorganization	\$ 71,980		\$ 71,980
	Library Collections	\$ 320,000		\$ 320,000
	Teacher Education Svcs and Advising Office	\$ 31,383		\$ 31,383
	Tuition Waivers for Graduate Assistants	\$ 275,122		\$ 275,122
	University Librarian Salary Adjustments	\$ 61,014		\$ 61,014
	Software License and Maintenance	\$ 55,000		\$ 55,000
	Information Technology Infrastructure	\$ 473,143		\$ 473,143

	Faculty Instructional Tools	\$ 16,000	\$ 25,000	\$ 41,000
	University Computer Labs	\$ 68,039		\$ 68,039
	Computer Help Desk Expansion	\$ 26,200		\$ 26,200
	Student Payments and Billing Enhancements	\$ 60,168	\$ 39,250	\$ 99,418
	Graduate Tuition Awards	\$ 304,430		\$ 304,430
	Salary & Benefit Increases	\$ 191,422		\$ 191,422
	Budget reductions FY08	\$ (906,151)		\$ (906,151)
<b>Academic Support Total</b>		<b>\$ 1,047,750</b>	<b>\$ 64,250</b>	<b>\$ 1,112,000</b>
<b>Student Services</b>	Computer Software Licenses	\$ 4,446		\$ 4,446
	Financial Aid Position	\$ 34,310		\$ 34,310
	Learning Communities	\$ 73,795		\$ 73,795
	University College: Mentoring Program	\$ 25,000		\$ 25,000
	University College: Peer Mentors	\$ 150,000		\$ 150,000
	Intl Admissions Recruitment & Credential Coordinator	\$ 43,917		\$ 43,917
	Full-time Judicial Counselor	\$ 36,407		\$ 36,407
	Coordinator of African American Initiatives	\$ 40,980		\$ 40,980
	Salary and Benefit Increases	\$ 54,069		\$ 54,069
	International Student Advisory Group	\$ 3,000		\$ 3,000
	Ethnic Food: An Educational Tool	\$ 50,000		\$ 50,000
	Cultural Events	\$ 20,000		\$ 20,000
	Renovations and Furnishings - Student Affairs Offices		\$ 20,000	\$ 20,000
	Cultural Lifestyle/Residence Hall Initiatives	\$ 5,000		\$ 5,000
	Educational Resource Funds	\$ 2,000		\$ 2,000
	Marketing and Publications	\$ 24,400		\$ 24,400
	Technology Fees/Maintenance	\$ 9,950		\$ 9,950
	Graduate Assistant Positions	\$ 67,911	\$ 2,212	\$ 70,123
	Recreational Sports Student Workers	\$ 250,000		\$ 250,000
	Salary & Benefit Increases	\$ 120,255		\$ 120,255
	Budget Reductions FY08	\$ (102,699)		\$ (102,699)
	Reallocation of Rec Sports from Aux to E&G	\$ 342,047		\$ 342,047
<b>Student Services Total</b>		<b>\$ 1,254,788</b>	<b>\$ 22,212</b>	<b>\$ 1,277,000</b>
<b>Institutional Support</b>	Admissions-Specific Branding/Marketing Campaign	\$ 150,000		\$ 150,000
	Classified Position in Benefits	\$ 43,027		\$ 43,027
	Commencement Ceremony	\$ 17,308		\$ 17,308
	Compensation Study Position Adjustments	\$ 40,016		\$ 40,016
	Funding of Additional College Development Officers	\$ 154,964		\$ 154,964

	General Assembly Session Funding Needs	\$ 18,000		\$ 18,000
	Increase Funding for Hourly Staff	\$ 6,377		\$ 6,377
	National Presidency AA/EEO Travel		\$ 4,000	\$ 4,000
	ODU Magazine (Alumnews)	\$ 10,000		\$ 10,000
	PeopleAdmin Service Fee	\$ 908		\$ 908
	Photography Service Hourly Position	\$ 8,612		\$ 8,612
	Background Checks	\$ 2,500		\$ 2,500
	eVA Transaction Fees ( 1% of Transaction)		\$ 320,000	\$ 320,000
	Institutional Memberships Increase	\$ 3,190		\$ 3,190
	Development Nonpersonal and Travel Needs		\$ 85,000	\$ 85,000
	Salary & Benefit Increases	\$ 1,836,831		\$ 1,836,831
	Vice President for Human Resources	\$ 157,457		\$ 157,457
	Budget Reductions FY08	\$ (2,753,190)		\$ (2,753,190)
	Interest Earning Rebate (off-set to FY08 Reductions)	\$ 1,566,000		\$ 1,566,000
<b>Institutional Support Total</b>		<b>\$ 1,262,000</b>	<b>\$ 409,000</b>	<b>\$ 1,671,000</b>
Operations & Maintenance	Property Lease Increases	\$ 82,641		\$ 82,641
	Utility Increases	\$ 591,000		\$ 591,000
	Performance Contract - Utilities	\$ 215,652		\$ 215,652
	Housekeeping B Supervisor Position	\$ 32,000		\$ 32,000
	5 FTE Housekeepers	\$ 134,000		\$ 134,000
	3 Wage Housekeepers	\$ 48,000		\$ 48,000
	Carpet & Painting Program	\$ 15,000		\$ 15,000
	Law Enforcement Officers (2 FTE)	\$ 93,762	\$ 5,024	\$ 98,786
	Security Manager (1 FTE)	\$ 41,179	\$ 2,512	\$ 43,691
	Public Safety Cash Match Grant Funding		\$ 75,000	\$ 75,000
	Salary & Benefit Increases	\$ 33,776		\$ 33,776
	Budget Reductions FY08	\$ (882,529)		\$ (882,529)
	Auxiliary Cost Recovery (decrease in rate)	\$ (662,914)		\$ (662,914)
	Housing Maintenance Contract Adjustment	\$ (3,153,103)		\$ (3,153,103)
<b>Operations &amp; Maintenance Total</b>		<b>\$ (3,411,536)</b>	<b>\$ 82,536</b>	<b>\$ (3,329,000)</b>
<b>Grand Total</b>		<b>\$ 5,814,897</b>	<b>\$2,403,103</b>	<b>\$ 8,218,000</b>

## **CHAPTER 5**

### **2008-2009 AUXILIARY SERVICES PROGRAM PRIORITIES**

The University's 2008-2009 Auxiliary Services budget reflects a total addition of \$4 million to fund balances for the next fiscal year. Adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for FY2008-2009 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). A decrease 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). The study sets the auxiliary indirect cost rate for the biennium. The rate for the 2008-2009 year will be reduced from the current 11.62 percent to 10.62 as approved by SCHEV.

#### **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 9.9 percent increase in student activity fees, which will be used to support institutionally-based and athletic scholarships, staff salary, minimum wage and benefit increases, debt service on new capital projects, such as the Recreational Center and Indoor Tennis Facility, operations and maintenance for new athletic and recreational facilities, program enhancements, such as football and associated Title IX sports, and funding to support student programs and organizations.

#### **Compensation**

Planning assumptions for the auxiliary budget were consistent with salary, minimum wage and benefit rate increases in E&G funded operations. The University has reserved sufficient auxiliary funding to cover this increase.

### **Student Housing and Board**

The room and board rates were increased by an average of 6.7 percent for 2008-2009. Revenue estimates are based on conservative occupancy rates.

The University continues to develop multi-year improvement plans for facilities in order to ensure that residence halls remain competitive with the surrounding area and other state institutions. In addition, residence life programs, staff salary adjustments, reorganization plans as well as inflationary costs of the residence hall operations were addressed in the budget plan.

Organizational changes within the housing operations are currently being implemented and include technology enhancements for tracking and forecasting. Residence Life programming will continue to report to Student Affairs.

### **Webb University Center**

The Webb University Center continues to host an ever increasing number of University events, training sessions, job fairs, and conferences, requiring extended operating hours. In order to meet the Webb Center demand schedule a number of operational and maintenance investments are included in the FY2009 budget including project management funds, media and electricity upgrades, energy audit, equipment replacement and maintenance reserve requirements.

### **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.

### **Student Health Center**

At the April meeting, the Board of Visitors approved the proposal to maintain the student health fee at \$60 per semester. The current budget and projected revenue will enable increased hours for LPN coverage and additional laboratory supplies. Health Center revenue will also support salary and benefit adjustments as well as an automatic call distribution center (VOip) with Voice Over Technology initiative.

### **Parking Services**

The University did not increase the transportation fee for 2008-09, however, there was an increase in the parking decal fees. Financial planning to support the capital budget authorized parking garages requires a multi-year forecast on the parking revenue stream. Operating cost adjustments include anticipated increases in debt service principal and interest, salary and fringe benefit increases, shuttle bus service increase,

Hampton Roads Transit (HRT) fees per ride increase, increased security costs at the Convocation Center South Garage, and increased utility costs. One-time enhancements to the parking budget include physical enhancements and repairs to several parking lots around the campus through the annual maintenance reserve program. In addition, resource allocations will be made to provide free Hampton Roads Transit (HRT) and Handi-ride trips for students taking credit courses at the Norfolk campus.

### **Intercollegiate Athletics**

As factored into the Board of Visitors tuition and fee setting meeting in April, several base and one-time investments have been authorized to the intercollegiate athletic programs. Planning allocations have been made for staff salary and benefit adjustments, the addition of several athletic positions; equipment, vehicle and computer replacements; increases in scholarship funds for student athletes and program enhancements related to the addition of football and crew. Also, one-time enhancements will be made for athletic equipment particularly for football, crew and the marching band.

### **Recreational Sports**

The new Recreational Sports Facility is scheduled to open in January 2009. Significant planning has and will continue to occur prior to the new facility opening. The 2009 budget envisions a number of operational and equipment investments to staff and operations for the new state-of-the-art facility. Funding was provided to create several student hourly positions which will provide on-campus employment opportunities for our students. The new Recreational Sports facility enables a concerted effort to promote wellness and recreational sport options for students, faculty and staff.

### **New Auxiliary Investments**

The following list details the Auxiliary initiatives funded in this budget pursuant to internal budget deliberations. The list is presented as base initiatives, one-time, or fund balance use by program area.



**FY2009 AUXILIARY INVESTMENTS BY PROGRAM AREA -- BASE & ONE-TIME**

Sum of Total Cost		Cost Type			
Program Area	Budget Initiative	BASE	OTO	Fund Balance	Grand Total
Residence Halls	Student Housing Reorganization	\$ 274,374			\$ 274,374
	Operations, Debt and Utility Increases	\$ 1,481,696			\$ 1,481,696
	Salary & Benefit Increases	\$ 13,930			\$ 13,930
<b>Residence Halls Total</b>		<b>\$ 1,770,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,770,000</b>
Food Services	Increase in Dining Sales	\$ 167,206	\$ 80,660		\$ 247,866
	Increase in Board Plans	\$ 199,799	\$ 423,600		\$ 623,399
<b>Food Services Total</b>		<b>\$ 367,005</b>	<b>\$ 504,260</b>	<b>\$ -</b>	<b>\$ 871,265</b>
Student Services	Dining Sponsorships	\$ 118,363			\$ 118,363
	LeaderShape Institute	\$ 38,330			\$ 38,330
	Security Funds	\$ 16,593			\$ 16,593
	Violence Awareness Month	\$ 11,602			\$ 11,602
	Women's Institute for Leadership Development	\$ 5,531			\$ 5,531
	Women's Leadership Conference	\$ 9,956			\$ 9,956
	Webb Center Operations	\$ 67,727			\$ 67,727
	Webb Center Equipment and one-time needs		\$ 60,180		\$ 60,180
	Increase hours of LPN/Lab Tech in Health Ctr	\$ 8,512			\$ 8,512
	Lab Supplies in Student Health Center	\$ 7,190			\$ 7,190
	Automatic Call Distribution System	\$ 2,212	\$ 18,805		\$ 21,017
	Salary & Benefit Increases	\$ 47,978			\$ 47,978
<b>Student Services Total</b>		<b>\$ 333,994</b>	<b>\$ 78,985</b>	<b>\$ -</b>	<b>\$ 412,979</b>
Intercollegiate Athletics	Football/Crew Positions	\$ 378,360			\$ 378,360
	Crew Positions & Operations	\$ 204,569			\$ 204,569
	Crew One-Time Equipment		\$ 168,032		\$ 168,032
	Uncontrolled Nonpersonal and Travel Costs	\$ 165,930			\$ 165,930
	New Facility Operations and Maintenance	\$ 344,913			\$ 344,913
	Swim Program Equipment & Displacement			\$ 88,496	\$ 88,496
	Athletic Scholarships	\$ 839,000			\$ 839,000
	Salary & Benefit Increases	\$ 77,743			\$ 77,743
<b>Intercollegiate Athletics Total</b>		<b>\$ 2,010,515</b>	<b>\$ 168,032</b>	<b>\$ 88,496</b>	<b>\$ 2,267,043</b>
Bookstore	Increase in Bookstore Commissions	\$ 57,000			\$ 57,000
<b>Bookstore Total</b>		<b>\$ 57,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 57,000</b>
Other Auxiliary Services	Increase in Licensing Royalties	\$ 7,153			\$ 7,153
	Increase in Vending Operations	\$ 69,798			\$ 69,798
	Card Center Operations	\$ (12,086)			\$ (12,086)
	Indirect Cost Reduction (11.62 to 10.62%)	\$ (662,914)			\$ (662,914)
Recreational Sports	Recreational Center Equipment		\$ 11,062	\$ 236,660	\$ 247,722
	Equipment - Maintenance Agreements	\$ 49,779			\$ 49,779
	Extramural Participation	\$ 5,531			\$ 5,531
	Outdoor Adventure Program Equip. Rentals			\$ 38,164	\$ 38,164
	Outdoor Field Maintenance	\$ 38,717			\$ 38,717
	Software Package	\$ 8,850	\$ 88,496		\$ 97,346
	Utility Costs for Village & 47th Street locations	\$ 16,814			\$ 16,814
Parking	Parking Operations	\$ 115,821			\$ 115,821
	Parking Operations one-time equipment		\$ 367,390		\$ 367,390
	Parking Operations Maintenance Reserve		\$ 110,000		\$ 110,000
	Salary & Benefit Increases	\$ 43,182			\$ 43,182
Technical Adjustment	Overstatement of Parking Debt Service	\$ (1,244,423)			\$ (1,244,423)
	(no impact on the University Budget)				\$ -
<b>Other Auxiliary Services Total</b>		<b>\$ (1,563,778)</b>	<b>\$ 576,948</b>	<b>\$ 274,824</b>	<b>\$ (712,006)</b>
<b>Grand Total</b>		<b>\$ 2,974,736</b>	<b>\$ 1,328,225</b>	<b>\$ 363,320</b>	<b>\$ 4,666,281</b>

## CHAPTER 6 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 2007-2008 and 2008-2009 fiscal years.

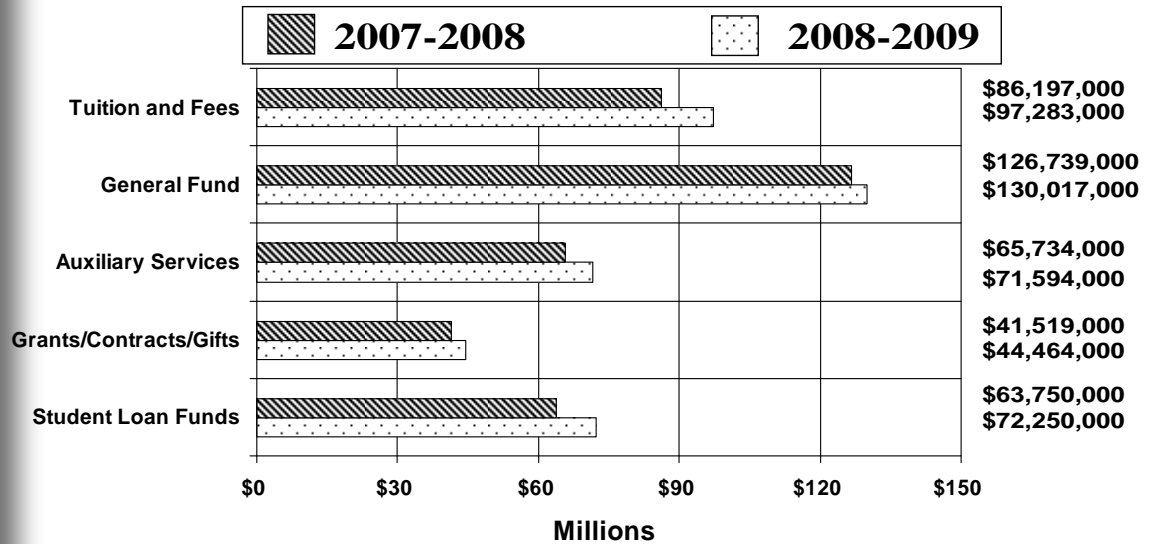
- Bar graph showing summary of revenues by major sources.
- Bar graph showing summary of revenues by General v. Nongeneral funding v. student loan funds.
- Pie graph comparing 2007-2008 to 2008-2009 by revenue fund source (Educational and General, Auxiliary, Grants/Contracts/Gifts, and Student Loan Funds revenue).
- Pie graph comparing 2007-2008 to 2008-2009 Educational and General programs by revenue source.
- Bar graph comparing 2007-2008 to 2008-2009 Auxiliary Services programs by revenue source.



# Revenue Comparisons:

2007-2008 Total Revenue: \$383,939,000

2008-2009 Total Revenue: \$415,608,000



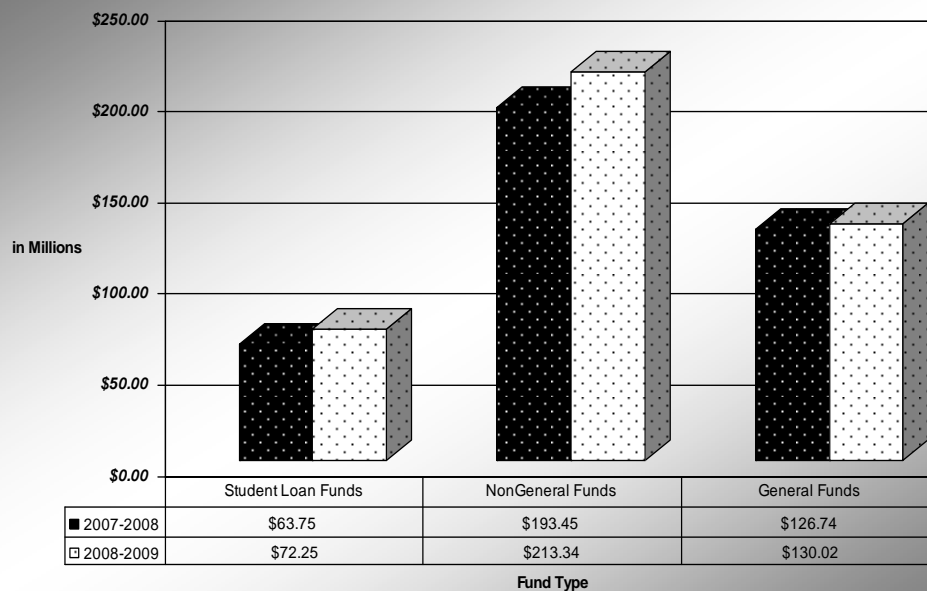
*Old Dominion University Operating Budget and Plan 2008-2009*



# Revenue Comparisons:

2007-2008 Total Revenue: \$383,939,000

2008-2009 Total Revenue: \$415,608,000



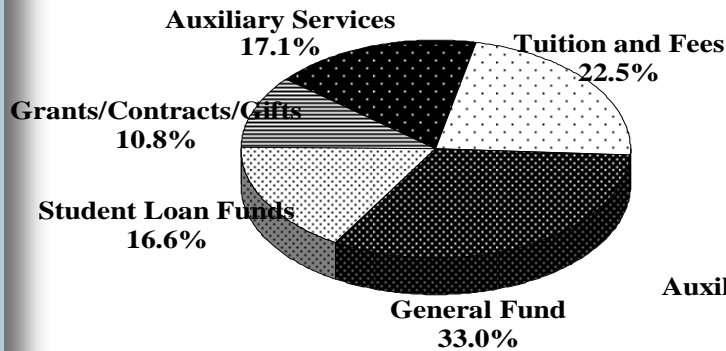
*Old Dominion University Operating Budget and Plan 2008-2009*



## Revenue Comparisons (all sources):

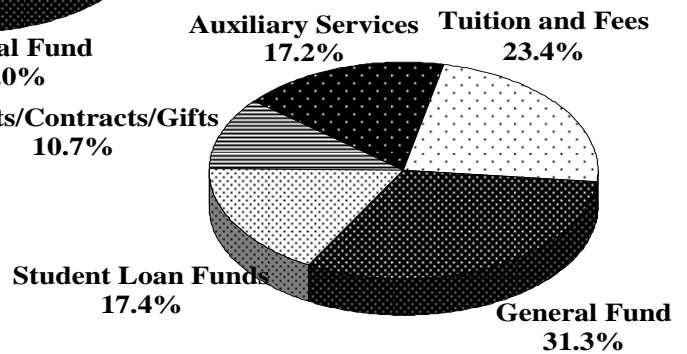
2007-2008: \$383,939,000

2008-2009: \$415,608,000



**2007-2008**

**2008-2009**



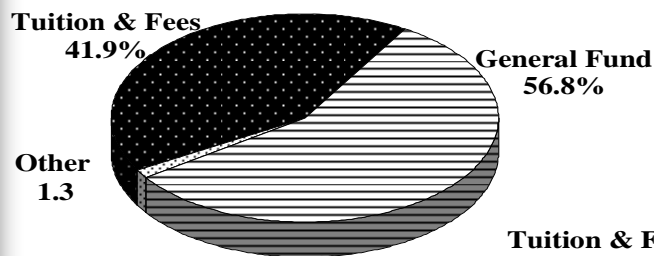
*Old Dominion University Operating Budget and Plan 2008-2009*



## E&G Revenue Analysis :

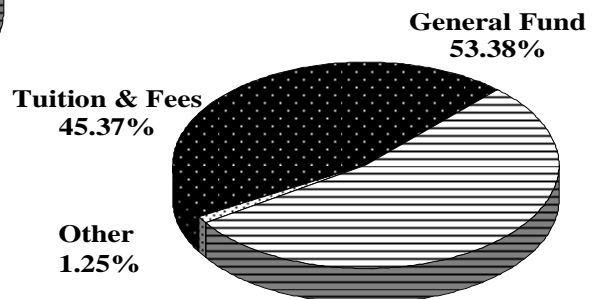
2007-2008: \$199,748,000

2008-2009: \$207,966,000



**2007-2008**

**2008-2009**



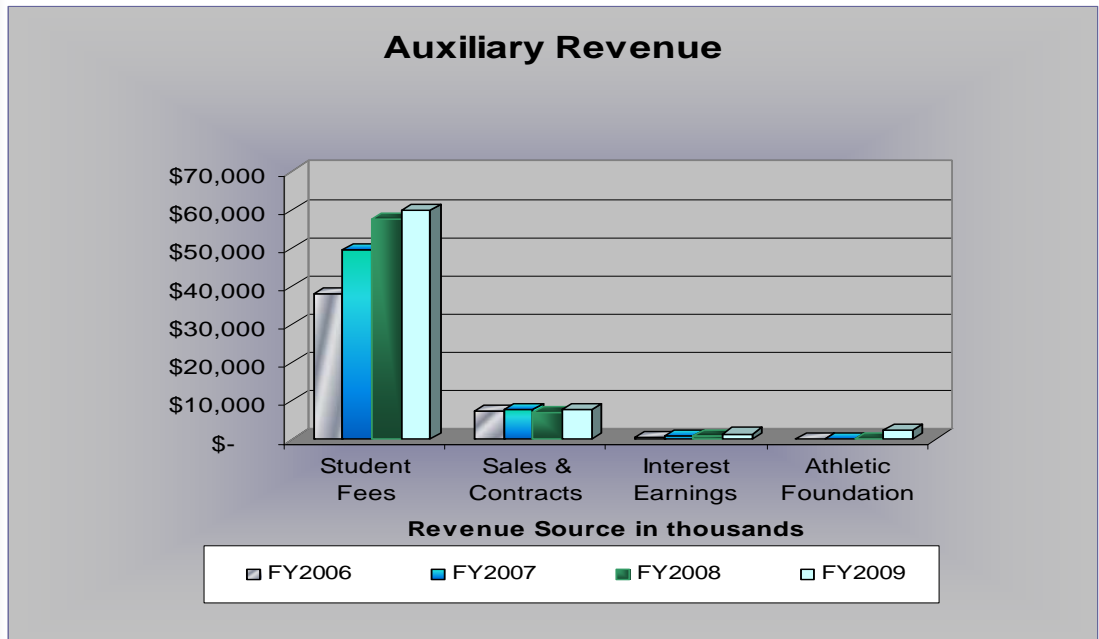
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# Auxiliary Services Revenue Analysis:

2007-2008: \$65,734,000

2008-2009: \$71,594,000



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## CHAPTER 7 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 2007-2008 to 2008-2009 expenditures.

- Bar graph comparing 2007-2008 to 2008-2009 Total Expenditures by Fund Category.
- Pie graph comparing 2007-2008 to 2008-2009 E&G by program areas.
- Pie graph comparing 2007-2008 to 2008-2009 E&G by expense category.
- Pie graph comparing 2007-2008 to 2008-2009 Auxiliary by program function category.
- Pie graph comparing 2007-2008 to 2008-2009 Auxiliary by expense category.

### DATA FORMAT

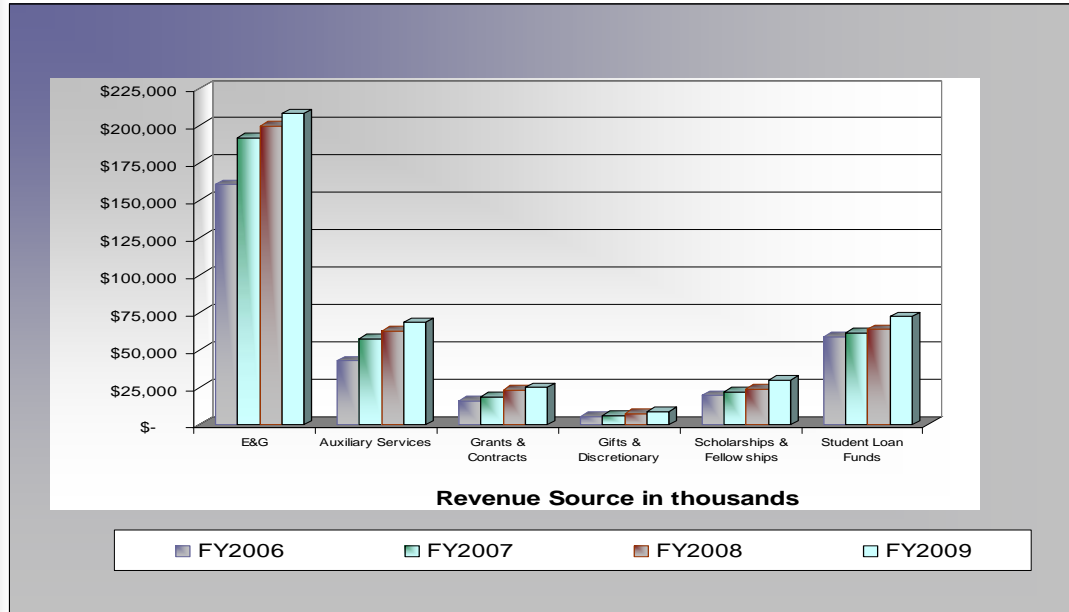
The data format to present the budget numbers is consistent with the changed format introduced in 2003 as compared to previous editions of the University's Operating Budget & Plan. Specifically, the budget disaggregates the presentation of what use to be rolled up to the "Educational & General" budget. 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):

2007-2008: \$381,138,000

2008-2009: \$411,570,000



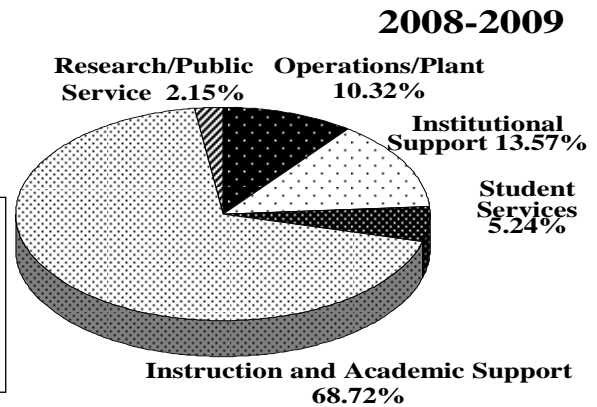
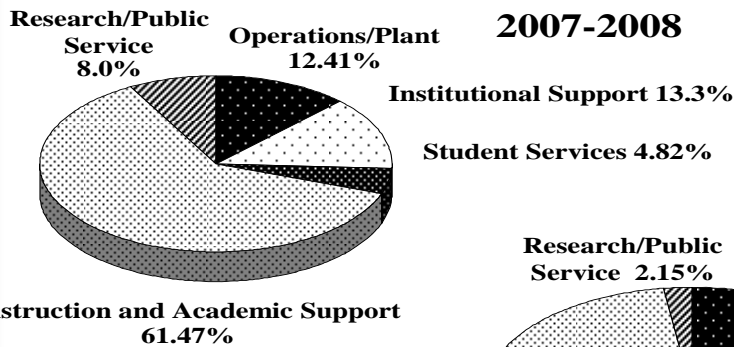
*Old Dominion University Operating Budget and Plan 2008-2009*



## E&G Expenditure Comparison By Program:

2007-2008: \$199,748,000

2008-2009: \$207,966,000



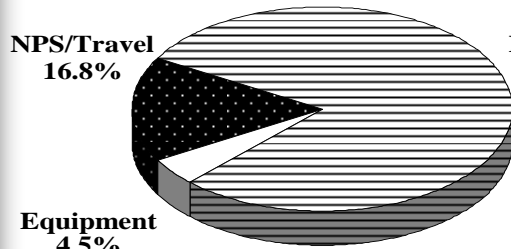
\*Note: The performance measure "Instruction as a Percent of Educational and General Expenditures" is calculated without considering expenditures, such as scholarships, fellowships and financial aid. Additionally, the administrative cost associated with the operations of the academic departments is excluded from the calculation. After these adjustments, 68.72 percent of this budget will be used to fund instruction and academic support. The peer group average is 61%. Last year's Research total allocated a portion of Instruction that has since been refined based on SCHEV requirements.

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## E&G Expense Comparison By Category :

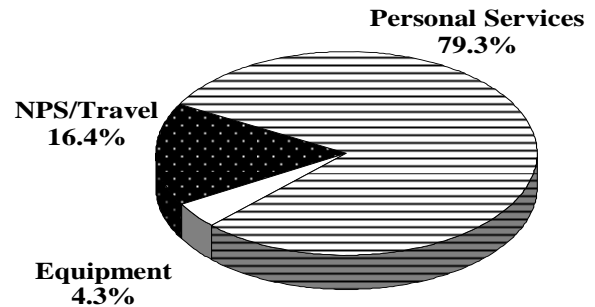
2007-2008: \$199,748,000  
2008-2009: \$207,966,000



**2007-2008**

Personal Services  
78.7%

**2008-2009**

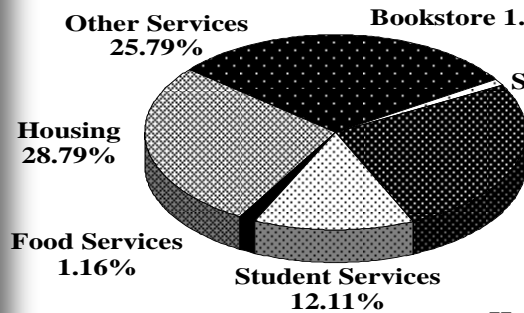


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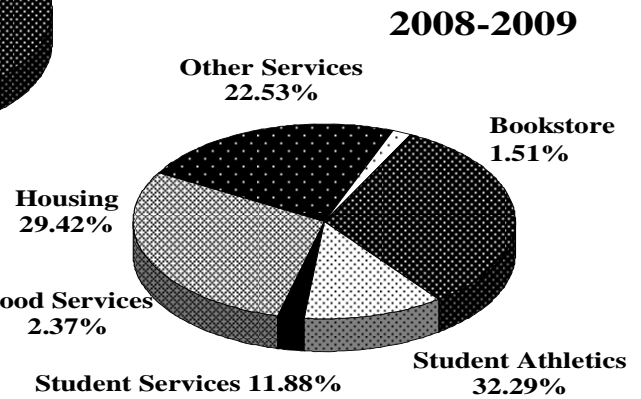
## Auxiliary Services Expenditure Analysis By Function:

2007-2008: \$62,889,000  
2008-2009: \$67,556,000



**2007-2008**

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



**2008-2009**

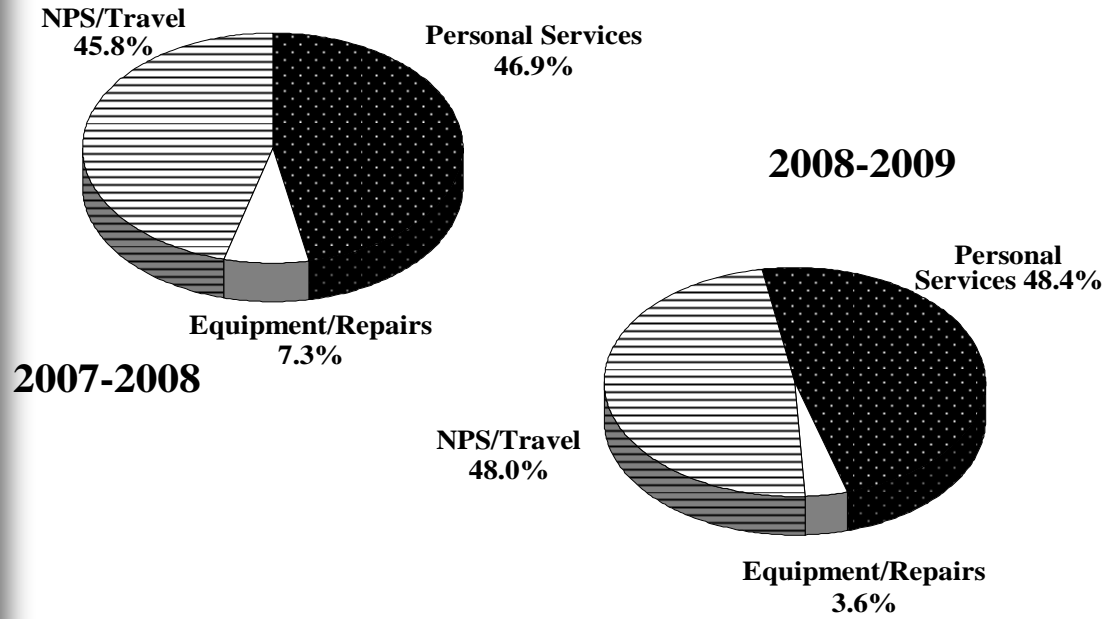
*Old Dominion University Operating Budget and Plan 2008-2009*





## Auxiliary Services Expense Comparison By Category:

2007-2008: \$62,889,000  
2008-2009: \$67,556,000



*Old Dominion University Operating Budget and Plan 2008-2009*

# OLD DOMINION UNIVERSITY

## Operating Budget Distribution for 2008-2009

