M E M O R A N D U M

TO: Board of Visitors Administration and Finance Committee

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Ross A. Mugler
Steve Hsiung (*Faculty Representative*)

FROM: Chad A. Reed
Vice President for Administration and Finance and Chief Financial Officer

DATE: August 18, 2022

SUBJECT: **Meeting of the Committee, September 15, 2022**

The Board of Visitors Administration and Finance Committee will meet on Thursday, September 15, 2022, from 12:30 p.m. to 2:00 p.m. in the Broderick Dining Commons Board Room.

A. Approval of Minutes – The minutes of the Administration and Finance Committee meeting held on June 2, 2022, will be presented for the Committee's approval.

B. Debt Management Annual Report – Chad A Reed will provide a briefing on the University's compliance with the Board's Debt Management Policy. (The Debt Management Annual Report is enclosed.)

C. Six-Year Plan – Chad A. Reed will present the Six-Year Plan update to the Committee for recommendation to the full board for approval.

D. SWaM Update – Etta Henry, Director for Procurement Services, will brief the Committee on Old Dominion's SWaM progress.

E. Fall Opening Update – Chad A. Reed and Todd Johnson, Assistant Vice President for Auxiliary Services will brief the Committee on opening business volumes.

F. Standing Reports

- Investment Report – Maggie Libby, Interim Associate Vice President for Finance and University Controller
- Public Safety – Chad A. Reed, and R. Garrett Shelton, Interim Chief of Police
- Capital Outlay Status Report – Chad A. Reed
- Financial Performance Report – Chad A. Reed

Old Dominion University

Annual Debt Management Report
September 2022

OLD DOMINION UNIVERSITY
Annual Status Report on Debt Management

Annual Debt Management Report-Purpose

The Board of Visitor's approved a Debt Management Policy (BOV Policy #1640) in 2007 to ensure the proper use of debt in meeting the goals of the University's Strategic and Capital Plans. This Policy established guidelines to ensure that existing and future debt would be consistent with available financial resources and promote a strong financial position. In addition, the Policy incorporated a debt capacity measure for the ratio of annual debt service to total operating expenses that would not exceed 7%. However, the Debt Burden Ratio can exceed 7% in instances involving debt of revenue producing projects in which the debt used to finance the project is secured by income from the project's operation.

Executive Summary

The University took advantage of the Commonwealth's 9(c) and 9(d) debt restructuring programs in 2021 and elected to defer principal payments and extend maturity dates for two fiscal years, resulting in a decline in debt burden and debt service costs in 2022 and 2023. Fiscal Year 2021-22 projected debt service expenses total $18,118,322. The debt service associated with this current debt represents a projected Debt Burden Ratio of 3.65% which incorporates both the University's 9(c) and 9(d) debt and the Real Estate Foundation's debt supported by the University's master lease for facilities, such as housing, parking, the bookstore, and the President's House.

The projected FY23 debt service is estimated at $25,035,179 with a projected Debt Burden Ratio of 4.76%. The debt service costs will increase in 2024 with an associated increase in projected debt service ratio to 6.07% which remains well below the required 7.0%.

The entirety of the University's debt consists of 9(c) and 9(d) issuances that do not use any Financial Instruments as defined by the Debt Management Policy. The Old Dominion University Real Estate Foundation has developed a variety of debt-supported projects which use Financial Instruments as approved by the Foundation's Board of Trustees. Separate project-specific debt summaries for Old Dominion University and the Old Dominion University Real Estate Foundation are attached to this fall 2022 report.

Corporate Debt Service Schedule

The attached debt service schedule includes both 9(c) general obligation bonds and 9(d) revenue bonds used to fund current and projected capital projects related to the revenue producing projects, such as residence halls, parking garages, and dining facilities as well as non-revenue producing projects, such as Ted Constant Convocation Center, athletic facilities, Student Recreation Center, and Webb Center.

Financial Ratio Analysis

In accordance with the University's current Debt Management Policy, Old Dominion University utilizes the following ratio as a guideline for issuing new debt:

Debt Burden Ratio = Annual Debt Service / Total Operating Expenses

The University's debt burden has not exceeded 7% in the last ten fiscal years. By Board Policy, the debt burden ratio may exceed 7% in instances involving debt of revenue producing projects in which the debt used to finance the project is secured by income from the project's operation, such as residence halls, parking garages, and dining facilities.

Following are the actual ratios from FY14 through FY21 and projected ratios for FY22 and FY23. These ratios are adjusted to reflect any non-amortizing or non-traditional debt structures that could result in significant single year fluctuations.

FY14	Annual Debt Service*	$25,070,509
	Total Operating Expenses	$377,549,930
	Debt Burden Ratio	6.64%
FY15	Annual Debt Service*	$24,166,759
	Total Operating Expenses	$387,248,005
	Debt Burden Ratio	6.24%
FY16	Annual Debt Service*	$26,223,460
	Total Operating Expenses	$407,197,663
	Debt Burden Ratio	6.44%
FY17	Annual Debt Service*	$26,688,027
	Total Operating Expenses	$433,293,443
	Debt Burden Ratio	6.16%
FY18	Annual Debt Service*	$28,227,236
	Total Operating Expenses	$451,028,723
	Debt Burden Ratio	6.26%
FY19	Annual Debt Service*	$23,343,711
	Total Operating Expenses	$463,840,164
	Debt Burden Ratio	5.03%
FY20	Annual Debt Service*	$30,834,181
	Total Operating Expenses	$495,675,088
	Debt Burden Ratio	6.22%
FY21	Annual Debt Service*	$25,365,180
	Total Operating Expenses	$470,448,138
	Debt Burden Ratio	5.39%
FY22 (Projected)	Annual Debt Service*	$18,118,322
	Total Operating Expenses	$495,852,337
	Debt Burden Ratio	3.65%
FY23 (Projected)	Annual Debt Service*	$25,035,179
	Total Operating Expenses	$525,603,478
	Debt Burden Ratio	4.76%

*Includes University capital and Real Estate Foundation long-term lease commitments

Current & Future Debt – Strategic Plan

The University's 2014-2019 Strategic Plan recognized the importance of student success and enriching the quality of University life. The plan's objectives included implementing the campus master plan to support student success through the renovation of student space in the student union, the construction of a new dining facility, premier on-campus housing to accommodate 35 percent of the student population.

The new Student Health Center and Student Housing Renovation projects are underway and are projected to be completed in FY23 – FY24. For planning purposes, the projected $10 million debt service associated the proposed $20 million Baseball Stadium Renovation Project has been included in the debt service schedules beginning in FY2024. The financing plan for the proposed project leverages both private donations and 9D Bonds.

Debt Management Strategy-Auxiliary Reserves

Old Dominion University is fiscally prudent in its planning for program expansion or new facilities and establishes auxiliary reserves that are available for use in the event of unforeseen circumstances, such as enrollment declines or unexpected, large-scale repairs. The University's Auxiliary Reserve Plan ensures there are sufficient reserves for operating expenses, renewal and replacement of equipment and infrastructure, and major renovation, acquisition, and plant or program expansion. The following table shows the projected June 30, 2023, auxiliary reserves that are available for athletic programs and facilities, parking, residence halls, food services, and student recreational programs and facilities. The last column reflects expansion earmarks related to future plans such as the Webb Center, facility enhancement and renewal, deferred maintenance needs and the Distance Learning expansion.

	Projected 6/30/23 Balance	Minimum Reserve	Maximum Reserve	Expansion Earmarks
Auxiliary Capital, Auxiliary Stabilization, & General Fee Reserve	$ 41,377,888	$ 13,038,710	$ 13,205,162	$ 12,900,000
Athletic Facilities/Programs	13,680,520	6,757,346	10,906,023	3,000,000
Parking Facilities and Operations	485,092	727,017	1,482,563	0
Student Recreational & Union Facilities/Student Programs	11,065,766	4,225,425	5,443,949	3,100,000
Residence Hall Operations/Programs	26,507,492	23,934,609	28,640,687	20,000,000
Dining and Food Services	8,059,231	4,429,052	4,892,303	4,000,000
Student Health Center/Programs	1,719,944	860,006	1,288,028	500,000
Other: Distance Learning, Telecommunications, VA Beach Higher Education Center, Bookstore, Vending Operations	20,163,801	11,469,974	13,292,670	9,675,000
Total	**$123,059,734**	**$65,442,139**	**$79,151,385**	**$53,175,000**

Credit Profile

Standard and Poor's Rating Services affirmed its A+ issuer credit rating (ICR) for Old Dominion University on March 18, 2021. The 2022 rating is anticipated to be completed by November 2022. The rating reflects the University's profile as strong, characterized by fairly steady enrollment and applications, even in light of the pandemic. Offsetting factors include a softening of selectivity, matriculation, and retention. The financial profile is assessed as very strong with diversified revenue, healthy state appropriations, moderate debt and available resources that are in line for the rating category. Combined, these credit factors lead to an indicative stand-alone credit profile of a+ and a long-term rating of A+.

Financial Instrument Review

The University has only issued two categories of bonds pursuant to Section 9 of Article X of the *Constitution of Virginia*. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University, which are secured by the net revenues of the completed project and the full faith, credit, and taxing power of the Commonwealth of Virginia. Section 9(d) bonds are revenue bonds, which are limited obligations of the University payable exclusively from pledged general revenues and are not debt of the Commonwealth of Virginia, legally, morally, or otherwise. Pledged revenues include General Fund appropriations, tuition and fees, auxiliary enterprise revenues, and other revenues not required by law to be used for another purpose. The University issued 9(d) bonds directly through underwriters and also participates in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) also issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University and various other institutions of higher education. The University's general revenue, not otherwise obligated, also secures these notes.

The University has not utilized financial instruments in these transactions. A risk assessment for the institution's proposed source of repayment (such as, student fees, room/board charges, parking decal sales, private gifts) is approved by the Secretary of Finance based upon a Feasibility Study submitted prior to the authorization of issuance of any debt.

OLD DOMINION UNIVERSITY REAL ESTATE FOUNDATION

Long-term debt consists of the following:	2021	2020
Student Housing - Tax Exempt Series 2015 Bonds, non-recourse, secured by master lease from the University, assignment of lease and rents and fixtures, letter of credit, and property due August 2033, with a mandatory put provision due August 2028. Interest is payable monthly at 79% of 1-month LIBOR rate p, non-recourse, secured by master lease from the University, assignment of lease and rents and fixtures, letter of credit, and property due August 2033, with a mandatory put provision due August 2028. Interest is payable monthly at 79% of 1-month LIBOR rate plus .90% and principal is payable semi-annually as defined in the agreement. The floating interest rate swap was effectively fixed at 2.90% excluding the additional .90%, through an interest rate swap.	**$33,325,000**	**$35,445,000**
Parking Garage - Tax Exempt Series 2015 Bonds, non-recourse, secured by a master lease from the University, assignment of lease and rents, letter of credit, and property due August 2031, with a mandatory put provision due August 2028. Interest is payable monthly at 79% of 1-month LIBOR rate plus .90% and principal is payable annually as defined in the agreement. The floating interest rate swap was effectively fixed at 4.565% excluding the additional .90%, through an interest rate swap.	**7,535,000**	**8,110,000**
Bookstore - Note Payable, non-recourse, secured by assignment of leases and rents and fixtures, due in January 2023. Principal and interest at 1-month LIBOR rate are due monthly as defined in the agreement. The floating interest rate was effectively fixed the interest rate at 5.585%, through an interest rate swap.	**3,494,735**	**3,705,261**
President's House - Note Payable, non-recourse, secured by property. Monthly payments of $16,199 include principal and interest at 4.50% paid through September 2021 when the note was refinanced. Monthly payments of $12,767 include principal and interest at 2.49%, beginning October 2021 and maturing in September 2031. The note contains a restrictive covenant with which the Foundation was in compliance at December 31, 2021.	**1,325,164**	**1,244,169**
The Barry Art Museum - Series 2016 Bonds, non-recourse, secured by deed of trust, assignment of rents, and security interest in promises to give, due in August 2025. Interest rate fixed at 2.455%. Beginning August 2018, annual payments of principal of $1,111,111 plus interest is due each August.	**4,444,445**	**5,555,556**
Bank Street – Note Payable, recourse, unsecured, maturing in February 2029. Monthly payments of $10,695 include principal and interest at 3.10%.	**822,499**	**923,260**
TOTAL LONG-TERM DEBT	**$50,946,843**	**$54,983,246**

Debt Service Schedules

FY2022 – FY2042

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2022 Prin	2022 Int	2022 TOTAL	2023 Prin	2023 Int	2023 TOTAL	2024 Prin	2024 Int	2024 TOTAL
Total Athletic Facilities	$ 3,360,000	$ 2,676,554	$ 6,036,554	$ 3,765,000	$ 2,501,344	$ 6,266,344	$ 4,560,000	$ 2,315,457	$ 6,875,457
Total Campus Dining Improvements	$ -	$ 360,075	$ 360,075	$ -	$ 344,838	$ 344,838	$ 1,255,000	$ 320,776	$ 1,575,776
Total Convocation Center	$ -	$ 85,154	$ 85,154	$ -	$ 80,250	$ 80,250	$ 1,605,000	$ 40,125	$ 1,645,125
Total Convocation Center Parking	$ -	$ 25,997	$ 25,997	$ -	$ 24,500	$ 24,500	$ 490,000	$ 12,250	$ 502,250
Total Housing Operations	$ -	$ 3,609,185	$ 3,609,185	$ 6,507,893	$ 3,568,879	$ 10,076,772	$ 8,355,940	$ 3,263,743	$ 11,619,683
Total Parking	$ 760,000	$ 295,560	$ 1,055,560	$ 795,000	$ 256,143	$ 1,051,143	$ 1,235,000	$ 214,281	$ 1,449,281
Total Recreation Center	$ 850,000	$ 316,496	$ 1,166,496	$ 1,130,000	$ 272,264	$ 1,402,264	$ 1,305,000	$ 225,476	$ 1,530,476
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ 35,000	$ 60,185	$ 95,185	$ 40,000	$ 56,453	$ 96,453	$ 190,000	$ 51,490	$ 241,490
Total Student Health & Wellness	$ 120,000	$ 126,406	$ 246,406	$ 125,000	$ 316,080	$ 441,080	$ 290,000	$ 303,956	$ 593,956
Total University Direct Debt	$ 5,125,000	$ 7,555,613	$ 12,680,613	$ 12,362,893	$ 7,420,749	$ 19,783,642	$ 19,285,940	$ 6,747,552	$ 26,033,493
Installment Purchases (1)	$ 189,787	$ 2,956	$ 192,744	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 5,314,787**	**$ 7,558,570**	**$ 12,873,357**	**$ 12,362,893**	**$ 7,420,749**	**$ 19,783,642**	**$ 19,285,940**	**$ 6,747,552**	**$ 26,033,493**
Foundation Related									
Series 2008 Student Housing	$ 2,202,500	$ 1,263,259	$ 3,465,759	$ 2,296,667	$ 1,178,719	$ 3,475,385	$ 2,392,500	$ 1,091,215	$ 3,483,715
Series 2008 Parking Garage	$ 597,917	$ 417,981	$ 1,015,898	$ 627,500	$ 385,345	$ 1,012,845	$ 662,083	$ 351,268	$ 1,013,351
Bookstore	$ 218,449	$ 222,136	$ 440,585	$ 231,675	$ 208,909	$ 440,584	$ 248,615	$ 191,967	$ 440,582
President's House	$ 143,775	$ 50,614	$ 194,389	$ 150,473	$ 43,915	$ 194,389	$ 157,386	$ 37,003	$ 194,389
Bank Street Lease	$ 102,745	$ 25,589	$ 128,334	$ 105,976	$ 22,358	$ 128,334	$ 109,308	$ 19,026	$ 128,334
Total Foundation Related	**$ 3,265,386**	**$ 1,979,579**	**$ 5,244,965**	**$ 3,412,291**	**$ 1,839,246**	**$ 5,251,537**	**$ 3,569,893**	**$ 1,690,479**	**$ 5,260,372**
Total University and Foundation	**$ 8,580,173**	**$ 9,538,149**	**$ 18,118,322**	**$ 15,775,184**	**$ 9,259,995**	**$ 25,035,179**	**$ 22,855,833**	**$ 8,438,031**	**$ 31,293,864**
Future Project: Planning for Baseball	$ -	$ -	$ -	$ -	$ -	$ -	$ 858,670	$ 384,540	$ 1,243,210
Total Future Projects	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 858,670**	**$ 384,540**	**$ 1,243,210**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 8,580,173**	**$ 9,538,149**	**$ 18,118,322**	**$ 15,775,184**	**$ 9,259,995**	**$ 25,035,179**	**$ 23,714,503**	**$ 8,822,571**	**$ 32,537,074**
TOTAL EXPENDITURES (2)			**$ 495,852,337**			**$ 525,603,478**			**$ 536,115,547**
TOTAL PROJECTED DEBT SERVICE RATIO			**3.65%**			**4.76%**			**6.07%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2025 Prin	2025 Int	2025 TOTAL	2026 Prin	2026 Int	2026 TOTAL	2027 Prin	2027 Int	2027 TOTAL
Total Athletic Facilities	$ 4,765,000	$ 2,115,953	$ 6,880,953	$ 5,010,000	$ 1,904,691	$ 6,914,691	$ 5,240,000	$ 1,689,459	$ 6,929,459
Total Campus Dining Improvements	$ 1,305,000	$ 271,433	$ 1,576,433	$ 1,335,000	$ 242,081	$ 1,577,081	$ 1,345,000	$ 232,831	$ 1,577,831
Total Convocation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Housing Operations	$ 8,612,345	$ 2,997,414	$ 11,609,760	$ 8,931,626	$ 2,652,782	$ 11,584,409	$ 9,053,670	$ 2,251,267	$ 11,304,937
Total Parking	$ 1,290,000	$ 169,309	$ 1,459,309	$ 1,355,000	$ 124,798	$ 1,479,798	$ 1,280,000	$ 83,561	$ 1,363,561
Total Recreation Center	$ 1,375,000	$ 175,438	$ 1,550,438	$ 1,435,000	$ 123,569	$ 1,558,569	$ 1,520,000	$ 78,987	$ 1,598,987
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ 200,000	$ 43,769	$ 243,769	$ 205,000	$ 38,847	$ 243,847	$ 205,000	$ 36,393	$ 241,393
Total Student Health & Wellness	$ 305,000	$ 285,706	$ 590,706	$ 320,000	$ 262,276	$ 582,276	$ 335,000	$ 237,331	$ 572,331
Total University Direct Debt	$ 17,852,345	$ 6,059,021	$ 23,911,366	$ 18,591,626	$ 5,349,044	$ 23,940,671	$ 18,978,670	$ 4,609,828	$ 23,588,498
Installment Purchases (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 17,852,345**	**$ 6,059,021**	**$ 23,911,366**	**$ 18,591,626**	**$ 5,349,044**	**$ 23,940,671**	**$ 18,978,670**	**$ 4,609,828**	**$ 23,588,498**
Foundation Related									
Series 2008 Student Housing	$ 2,496,667	$ 998,615	$ 3,495,281	$ 2,600,833	$ 902,796	$ 3,503,629	$ 2,710,833	$ 802,943	$ 3,513,776
Series 2008 Parking Garage	$ 692,500	$ 315,005	$ 1,007,505	$ 727,083	$ 277,210	$ 1,004,293	$ 762,083	$ 237,544	$ 999,627
Bookstore	$ 264,279	$ 176,308	$ 440,587	$ 281,638	$ 158,947	$ 440,585	$ 300,101	$ 140,486	$ 440,587
President's House	$ 164,817	$ 29,572	$ 194,389	$ 172,496	$ 21,893	$ 194,389	$ 180,533	$ 13,856	$ 194,389
Bank Street Lease	$ 112,746	$ 15,589	$ 128,334	$ 116,291	$ 12,044	$ 128,334	$ 119,947	$ 8,387	$ 128,334
Total Foundation Related	**$ 3,731,008**	**$ 1,535,088**	**$ 5,266,096**	**$ 3,898,341**	**$ 1,372,890**	**$ 5,271,231**	**$ 4,073,498**	**$ 1,203,216**	**$ 5,276,714**
Total University and Foundation	**$ 21,583,353**	**$ 7,594,109**	**$ 29,177,462**	**$ 22,489,968**	**$ 6,721,934**	**$ 29,211,901**	**$ 23,052,168**	**$ 5,813,044**	**$ 28,865,212**
Future Project: Planning for Baseball	$ 891,045	$ 352,168	$ 1,243,213	$ 924,634	$ 318,576	$ 1,243,210	$ 959,493	$ 283,717	$ 1,243,210
Total Future Projects	**$ 891,045**	**$ 352,168**	**$ 1,243,213**	**$ 924,634**	**$ 318,576**	**$ 1,243,210**	**$ 959,493**	**$ 283,717**	**$ 1,243,210**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 22,474,398**	**$ 7,946,277**	**$ 30,420,675**	**$ 23,414,602**	**$ 7,040,510**	**$ 30,455,111**	**$ 24,011,661**	**$ 6,096,761**	**$ 30,108,422**
TOTAL EXPENDITURES (2)			**$ 546,837,858**			**$ 557,774,615**			**$ 568,930,108**
TOTAL PROJECTED DEBT SERVICE RATIO			**5.56%**			**5.46%**			**5.29%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2028 Prin	2028 Int	2028 TOTAL	2029 Prin	2029 Int	2029 TOTAL	2030 Prin	2030 Int	2030 TOTAL
Total Athletic Facilities	$ 4,820,000	$ 1,490,019	$ 6,310,019	$ 4,255,000	$ 1,293,402	$ 5,548,402	$ 2,280,000	$ 1,136,981	$ 3,416,981
Total Campus Dining Improvements	$ 1,360,000	$ 221,261	$ 1,581,261	$ 1,370,000	$ 207,128	$ 1,577,128	$ 1,390,000	$ 190,144	$ 1,580,144
Total Convocation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Housing Operations	$ 8,768,852	$ 1,877,774	$ 10,646,625	$ 5,515,000	$ 1,576,223	$ 7,091,223	$ 5,285,000	$ 1,323,923	$ 6,608,923
Total Parking	$ 1,025,000	$ 42,175	$ 1,067,175	$ 410,000	$ 10,250	$ 420,250	$ -	$ -	$ -
Total Recreation Center	$ 1,165,000	$ 30,324	$ 1,195,324	$ -	$ -	$ -	$ -	$ -	$ -
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ 215,000	$ 33,076	$ 248,076	$ 210,000	$ 28,993	$ 238,993	$ 215,000	$ 24,589	$ 239,589
Total Student Health & Wellness	$ 355,000	$ 244,455	$ 599,455	$ 370,000	$ 218,331	$ 588,331	$ 390,000	$ 199,331	$ 589,331
Total University Direct Debt	$ 17,708,852	$ 3,939,082	$ 21,647,934	$ 12,130,000	$ 3,334,327	$ 15,464,327	$ 9,560,000	$ 2,874,968	$ 12,434,968
Installment Purchases (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 17,708,852**	**$ 3,939,082**	**$ 21,647,934**	**$ 12,130,000**	**$ 3,334,327**	**$ 15,464,327**	**$ 9,560,000**	**$ 2,874,968**	**$ 12,434,968**
Foundation Related									
Series 2008 Student Housing	$ 2,825,000	$ 699,325	$ 3,524,325	$ 2,945,000	$ 590,433	$ 3,535,433	$ 3,070,000	$ 477,332	$ 3,547,332
Series 2008 Parking Garage	$ 797,083	$ 196,047	$ 993,130	$ 836,667	$ 152,460	$ 989,127	$ 881,250	$ 106,815	$ 988,065
Bookstore	$ 318,865	$ 121,722	$ 440,587	$ 341,137	$ 99,447	$ 440,584	$ 363,358	$ 77,225	$ 440,583
President's House	$ 188,934	$ 5,455	$ 194,389	$ 16,138	$ 61	$ 16,199	$ -	$ -	$ -
Bank Street Lease	$ 123,719	$ 4,615	$ 128,334	$ 81,555	$ 923	$ 82,468	$ -	$ -	$ -
Total Foundation Related	**$ 4,253,601**	**$ 1,027,164**	**$ 5,280,765**	**$ 4,220,497**	**$ 843,324**	**$ 5,063,811**	**$ 4,314,608**	**$ 661,372**	**$ 4,975,980**
Total University and Foundation	**$ 21,962,453**	**$ 4,966,246**	**$ 26,928,699**	**$ 16,350,497**	**$ 4,177,651**	**$ 20,528,137**	**$ 13,874,608**	**$ 3,536,339**	**$ 17,410,947**
Future Project: Planning for Baseball	$ 995,666	$ 247,544	$ 1,243,210	$ 1,033,203	$ 210,008	$ 1,243,211	$ 1,072,154	$ 171,056	$ 1,243,210
Total Future Projects	**$ 995,666**	**$ 247,544**	**$ 1,243,210**	**$ 1,033,203**	**$ 210,008**	**$ 1,243,211**	**$ 1,072,154**	**$ 171,056**	**$ 1,243,210**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 22,958,119**	**$ 5,213,790**	**$ 28,171,909**	**$ 17,383,700**	**$ 4,387,659**	**$ 21,771,348**	**$ 14,946,762**	**$ 3,707,395**	**$ 18,654,157**
TOTAL EXPENDITURES (2)			**$ 580,308,710**			**$ 591,914,884**			**$ 603,753,182**
TOTAL PROJECTED DEBT SERVICE RATIO			**4.85%**			**3.68%**			**3.09%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2031 Prin	2031 Int	2031 TOTAL	2032 Prin	2032 Int	2032 TOTAL	2033 Prin	2033 Int	2033 TOTAL
Total Athletic Facilities	$ 2,395,000	$ 1,026,842	$ 3,421,842	$ 2,445,000	$ 912,522	$ 3,357,522	$ 2,560,000	$ 794,039	$ 3,354,039
Total Campus Dining Improvements	$ 1,405,000	$ 170,152	$ 1,575,152	$ 1,430,000	$ 147,178	$ 1,577,178	$ 1,455,000	$ 121,783	$ 1,576,783
Total Convocation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Housing Operations	$ 3,265,000	$ 1,108,323	$ 4,373,323	$ 3,415,000	$ 950,673	$ 4,365,673	$ 3,405,000	$ 875,723	$ 4,280,723
Total Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Recreation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ 170,000	$ 20,941	$ 190,941	$ 170,000	$ 18,187	$ 188,187	$ 170,000	$ 15,195	$ 185,195
Total Student Health & Wellness	$ 410,000	$ 179,331	$ 589,331	$ 430,000	$ 158,331	$ 588,331	$ 450,000	$ 139,150	$ 589,150
Total University Direct Debt	$ 7,645,000	$ 2,505,589	$ 10,150,589	$ 7,890,000	$ 2,186,890	$ 10,076,890	$ 8,040,000	$ 1,945,890	$ 9,985,890
Installment Purchases (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 7,645,000**	**$ 2,505,589**	**$ 10,150,589**	**$ 7,890,000**	**$ 2,186,890**	**$ 10,076,890**	**$ 8,040,000**	**$ 1,945,890**	**$ 9,985,890**
Foundation Related									
Series 2008 Student Housing	$ 3,204,167	$ 359,402	$ 3,563,568	$ 3,242,500	$ 237,175	$ 3,479,675	$ 3,253,333	$ 112,799	$ 3,366,133
Series 2008 Parking Garage	$ 921,667	$ 58,750	$ 980,417	$ 77,083	$ 8,448	$ 85,532	$ -	$ -	$ -
Bookstore	$ 386,940	$ 53,645	$ 440,585	$ 412,268	$ 28,317	$ 440,585	$ 216,187	$ 4,082	$ 220,269
President's House	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bank Street Lease	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Foundation Related	**$ 4,512,773**	**$ 471,797**	**$ 4,984,570**	**$ 3,731,851**	**$ 273,940**	**$ 4,005,791**	**$ 3,469,520**	**$ 116,881**	**$ 3,586,402**
Total University and Foundation	**$ 12,157,773**	**$ 2,977,386**	**$ 15,135,159**	**$ 11,621,851**	**$ 2,460,830**	**$ 14,082,681**	**$ 11,509,520**	**$ 2,062,771**	**$ 13,572,291**
Future Project: Planning for Baseball	$ 1,112,575	$ 130,636	$ 1,243,211	$ 1,154,519	$ 88,692	$ 1,243,211	$ 1,198,044	$ 45,166	$ 1,243,210
Total Future Projects	**$ 1,112,575**	**$ 130,636**	**$ 1,243,211**	**$ 1,154,519**	**$ 88,692**	**$ 1,243,211**	**$ 1,198,044**	**$ 45,166**	**$ 1,243,210**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 13,270,348**	**$ 3,108,022**	**$ 16,378,370**	**$ 12,776,370**	**$ 2,549,522**	**$ 15,325,892**	**$ 12,707,564**	**$ 2,107,937**	**$ 14,815,501**
TOTAL EXPENDITURES (2)			**$ 615,828,245**			**$ 628,144,810**			**$ 640,707,706**
TOTAL PROJECTED DEBT SERVICE RATIO			**2.66%**			**2.44%**			**2.31%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2034 Prin	2034 Int	2034 TOTAL	2035 Prin	2035 Int	2035 TOTAL	2036 Prin	2036 Int	2036 TOTAL
Total Athletic Facilities	$ 2,685,000	$ 669,428	$ 3,354,428	$ 2,820,000	$ 538,262	$ 3,358,262	$ 2,905,000	$ 414,577	$ 3,319,577
Total Campus Dining Improvements	$ 1,480,000	$ 94,482	$ 1,574,482	$ 1,515,000	$ 65,122	$ 1,580,122	$ 1,155,000	$ 37,711	$ 1,192,711
Total Convocation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Housing Operations	$ 3,555,000	$ 725,723	$ 4,280,723	$ 3,635,000	$ 649,548	$ 4,284,548	$ 3,735,000	$ 548,248	$ 4,283,248
Total Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Recreation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ 175,000	$ 11,985	$ 186,985	$ 180,000	$ 8,505	$ 188,505	$ 155,000	$ 5,061	$ 160,061
Total Student Health & Wellness	$ 465,000	$ 122,469	$ 587,469	$ 485,000	$ 106,169	$ 591,169	$ 500,000	$ 89,806	$ 589,806
Total University Direct Debt	$ 8,360,000	$ 1,624,086	$ 9,984,086	$ 8,635,000	$ 1,367,605	$ 10,002,605	$ 8,450,000	$ 1,095,402	$ 9,545,402
Installment Purchases (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 8,360,000**	**$ 1,624,086**	**$ 9,984,086**	**$ 8,635,000**	**$ 1,367,605**	**$ 10,002,605**	**$ 8,450,000**	**$ 1,095,402**	**$ 9,545,402**
Foundation Related									
Series 2008 Student Housing	$ 261,667	$ 9,983	$ 271,649	$ -	$ -	$ -	$ -	$ -	$ -
Series 2008 Parking Garage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bookstore	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
President's House	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bank Street Lease	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Foundation Related	**$ 261,667**	**$ 9,983**	**$ 271,649**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total University and Foundation	**$ 8,621,667**	**$ 1,634,069**	**$ 10,255,735**	**$ 8,635,000**	**$ 1,367,605**	**$ 10,002,605**	**$ 8,450,000**	**$ 1,095,402**	**$ 9,545,402**
Future Project: Planning for Baseball	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Future Projects	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 8,621,667**	**$ 1,634,069**	**$ 10,255,735**	**$ 8,635,000**	**$ 1,367,605**	**$ 10,002,605**	**$ 8,450,000**	**$ 1,095,402**	**$ 9,545,402**
TOTAL EXPENDITURES (2)			**$ 653,521,861**			**$ 666,592,298**			**$ 679,924,144**
TOTAL PROJECTED DEBT SERVICE RATIO			**1.57%**			**1.50%**			**1.40%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2037 Prin	2037 Int	2037 TOTAL	2038 Prin	2038 Int	2038 TOTAL	2039 Prin	2039 Int	2039 TOTAL
Total Athletic Facilities	$ 3,015,000	$ 299,489	$ 3,314,489	$ 2,950,000	$ 181,800	$ 3,131,800	$ 3,070,000	$ 61,400	$ 3,131,400
Total Campus Dining Improvements	$ 1,155,000	$ 12,763	$ 1,167,763	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Housing Operations	$ 3,865,000	$ 413,023	$ 4,278,023	$ 3,975,000	$ 305,073	$ 4,280,073	$ 4,090,000	$ 292,885	$ 4,382,885
Total Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Recreation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ 155,000	$ 1,713	$ 156,713	$ -	$ -	$ -	$ -	$ -	$ -
Total Student Health & Wellness	$ 515,000	$ 74,374	$ 589,374	$ 530,000	$ 59,684	$ 589,684	$ 545,000	$ 44,000	$ 589,000
Total University Direct Debt	$ 8,705,000	$ 801,361	$ 9,506,361	$ 7,455,000	$ 546,557	$ 8,001,557	$ 7,705,000	$ 398,285	$ 8,103,285
Installment Purchases (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 8,705,000**	**$ 801,361**	**$ 9,506,361**	**$ 7,455,000**	**$ 546,557**	**$ 8,001,557**	**$ 7,705,000**	**$ 398,285**	**$ 8,103,285**
Foundation Related									
Series 2008 Student Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Series 2008 Parking Garage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bookstore	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
President's House	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bank Street Lease	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Foundation Related	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total University and Foundation	**$ 8,705,000**	**$ 801,361**	**$ 9,506,361**	**$ 7,455,000**	**$ 546,557**	**$ 8,001,557**	**$ 7,705,000**	**$ 398,285**	**$ 8,103,285**
Future Project: Planning for Baseball	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Future Projects	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 8,705,000**	**$ 801,361**	**$ 9,506,361**	**$ 7,455,000**	**$ 546,557**	**$ 8,001,557**	**$ 7,705,000**	**$ 398,285**	**$ 8,103,285**
TOTAL EXPENDITURES (2)			**$ 693,522,627**			**$ 707,393,079**			**$ 721,540,941**
TOTAL PROJECTED DEBT SERVICE RATIO			**1.37%**			**1.13%**			**1.12%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY

Annual Debt Service Costs

Fiscal Year 2022 through Fiscal Year 2042

Project	2040 Prin	2040 Int	2040 TOTAL	2041 Prin	2041 Int	2041 TOTAL	2042 Prin	2042 Int	2042 TOTAL
Total Athletic Facilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Campus Dining Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Convocation Center Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Housing Operations	$ 2,430,000	$ 95,041	$ 2,525,041	$ 1,930,000	$ 47,285	$ 1,977,285	$ -	$ -	$ -
Total Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Recreation Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Virginia Beach HED Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Webb Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Student Health & Wellness	$ 565,000	$ 27,663	$ 592,663	$ 320,000	$ 14,700	$ 334,700	$ 330,000	$ 4,950	$ 334,950
Total University Direct Debt	$ 2,995,000	$ 122,704	$ 3,117,704	$ 2,250,000	$ 61,985	$ 2,311,985	$ 330,000	$ 4,950	$ 334,950
Installment Purchases (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total University	**$ 2,995,000**	**$ 122,704**	**$ 3,117,704**	**$ 2,250,000**	**$ 61,985**	**$ 2,311,985**	**$ 330,000**	**$ 4,950**	**$ 334,950**
Foundation Related									
Series 2008 Student Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Series 2008 Parking Garage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bookstore	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
President's House	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bank Street Lease	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Foundation Related	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total University and Foundation	**$ 2,995,000**	**$ 122,704**	**$ 3,117,704**	**$ 2,250,000**	**$ 61,985**	**$ 2,311,985**	**$ 330,000**	**$ 4,950**	**$ 334,950**
Future Project: Planning for Baseball	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Future Projects	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL UNIVERSITY, FOUNDATION & FUTURE DEBT	**$ 2,995,000**	**$ 122,704**	**$ 3,117,704**	**$ 2,250,000**	**$ 61,985**	**$ 2,311,985**	**$ 330,000**	**$ 4,950**	**$ 334,950**
TOTAL EXPENDITURES (2)			**$ 735,971,760**			**$ 750,691,195**			**$ 765,705,019**
TOTAL PROJECTED DEBT SERVICE RATIO			**0.42%**			**0.31%**			**0.04%**

1) Includes the Energy Efficiency Program, Webb Center and Powhatan Sports Center equipment, and Athletic copiers.

2) FY22 Expenditures = FY21 Actual Expenditures + 5.4%; FY23 Expenditures = FY22 Estimated Expenditures + 6%; 2% annual increases thereafter

OLD DOMINION UNIVERSITY BOARD OF VISITORS
Administration and Finance Committee
September 15, 2022

Action Item
Approval of Old Dominion University's Amended Six-Year Plan

Item:
Board of Visitors approval of Old Dominion University's 2022 Six-Year Plan as required by § 23.1-306.

Background:
In response to the requirements outlined in § 23.1-306 of the Code of Virginia, attached is a copy of Old Dominion University's 2022 Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2022.

As a mandate established through the "*Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Act of 2011" (TJ21)* legislation, governing boards of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for their institution. This requires the plans to be submitted to the State Council for Higher Education of Virginia by July 1 of each odd-numbered year and requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The instructions and template to complete the six-year plan are usually provided by SCHEV in late spring, typically just after the April Board meeting. Due to this timeline, the University has historically submitted the plan, to SCHEV by the July 1st deadline and then has presented it to the Board for approval at the next scheduled meeting, which is usually held in September. In July, the University is required to present the plan to a group of State representatives. This group will further review the plans over the July and August months and provide comments in early September for all institutions to respond with updates or revisions, as appropriate, by October 1st.

In preparation of the submission, the University reviewed the 2021 Six Year Plan and determined if any amendments would be required for the 2022 plan submission. The updated 2022 Six-Year Plan reflects the priorities of the University and the objectives and goals outlined in Virginia Plan for Higher Education. The plan is divided in two parts. Part I is an Excel template with five components that includes In-state Undergraduate Tuition and Fee Increase Rate, Tuition & Other Nongeneral Fund Revenue, Academic-Financial Plan, General Fund Requests, and Financial Aid Plan. Part II provides a narrative summary of the proposed strategies and an evaluation of the most recent biennial six-year plan. The university was also required to submit a response to the SCHEV regarding Freedom of Speech and Academic Freedom.

The strategies identified in the University's 2022 Six-Year Plan were developed collaboratively with the leadership of each operating division. Divisions reviewed their respective submissions and updated strategies to align with current priorities and objectives. Most of the funding strategies

employed cost share approach with 50% general fund 50% university funding, while others are contingent on 100% general fund investment. Additionally, approval of future tuition and fee rates is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

Action:
Board of Visitors approval of the Old Dominion University 2022 Six-Year Plan.

OLD DOMINION UNIVERSITY BOARD OF VISITORS
Resolution

Approval of OLD DOMINION UNIVERSITY'S 2022 Six-Year Plan
September 16, 2022

WHEREAS, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

WHEREAS, § 23.1-306 of the Act requires, "*The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council* (State Council of Higher Education for Virginia)*, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*"; and

WHEREAS, Old Dominion University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

WHEREAS, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 1, 2022 for the 2022 submission; and

WHEREAS, the 2022 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

THEREFORE, BE IT RESOLVED the Old Dominion University Board of Visitors approves the Old Dominion University 2022 Six-Year Plan (Part I and Part II) as presented in the format provided by the State Council of Higher Education for Virginia; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2022 Six-Year Plan as required by State officials for final submission by the stated deadline.

NUMBER: 1011

TITLE: Freedom of Expression

APPROVED: August 27, 1970; April 22, 2022

SCHEDULED REVIEW DATE: April 2027

Old Dominion University will at all times defend the right of free expression, including the right of free assembly.

This right will be protected in behalf of all persons associated with the academic community -- students, faculty, administration, and official guests. No action by an individual or a group which seeks to restrict the exercise of these rights by any other individual or group on this campus will be tolerated.

Old Dominion University will not condone or allow any unauthorized occupation of university facilities, nor will it permit any interference with its normal and regular activities.

No discussion of any issue will be carried on or be conducted under any form of duress, nor will attempts to intimidate, frighten, or otherwise promote by force be tolerated.

The University's Demonstrations Policy articulates the University's commitment to the free and open exchange of ideas by members of the University community and establishes general provisions for orderly freedom of expression in compliance with Federal and State laws and Board of Visitors Policy.

OLD DOMINION UNIVERSITY
University Policy

Policy #1700
UNIVERSITY DEMONSTRATIONS POLICY (INTERIM POLICY)

Responsible Oversight Executive:	Vice President for Student Engagement & Enrollment Services
Date of Current Revision or Creation:	October 1, 2020

A. PURPOSE

The purpose of this policy is to articulate Old Dominion University's commitment to the free and open exchange of ideas by members of the University community, to establish general provisions for orderly campus demonstrations, and to ensure that demonstrations are conducted in compliance with Federal and State law and University policies and through the appropriate use of campus services and facilities.

B. AUTHORITY

Code of Virginia Section 23.1-1301, as amended, grants authority to the Board of Visitors to make rules and policies concerning the institution. Section 6.01(a)(6) of the Board of Visitors Bylaws grants authority to the President to implement the policies and procedures of the Board relating to University operations.

Code of Virginia Section 23.1-401, as amended. Constitutionally protected speech; policies, materials, and reports; report.

C. DEFINITIONS

Amplified Sound – Sound volume that is increased by any electric, electronic, mechanical, or motor-powered means. Shouting and group chanting are not amplified sound and are not subject to the special rules on amplified sound, but are subject to reasonable time, place and manner restrictions.

Campus – Includes all facilities and grounds owned, leased or controlled by the University.

Demonstration – One or more individuals on campus, expressing one side of a particular viewpoint, with the goal of gaining attention for their stated viewpoint, including but not limited to, rallies, marches and "sit-ins."

Facilities – Buildings, structures, and parking lots owned, leased or controlled by the University.

Freedom of Speech – The right, guaranteed by the First Amendment to the U.S. Constitution, to express beliefs and ideas, including symbolic speech, without unwarranted government restriction.

Grounds – All other property that is owned, leased or controlled by the University that is not considered a facility.

Space – The area inside a facility or defined area of grounds.

Symbolic Speech – A representation of one's beliefs or messages in the form of non-verbal communication. This type of presentation can be found in venues of political activity in the form of silent rallies, marches, display of images, and the wearing of apparel such as pins and armbands. Protected symbolic speech does not include activities "tending to cause violence" or inciting imminent unlawful action as expressly prohibited by law. These activities include, but are not limited to, the following:

- Burning crosses and other objects on the property of another or public place with intent to intimidate (*Virginia Code* 18.2-423 and 18.2-423.01)
- Placing swastikas on certain property with intent to intimidate (*Virginia Code* 18.2-423.1)
- Displaying nooses on property of another or public place with intent to intimidate (*Virginia Code* 18.2-423.2)

Student Organization – An identifiable group of students, as described in Board of Visitors Policy 1530, Code of Student Conduct, that has complied with requirements for registration as set forth by the Office of Leadership & Student Involvement. Included are groups that seek but have not yet been granted recognized status.

D. SCOPE

This policy applies to all employees, students, volunteers, employees of affiliated organizations who are paid through the University, and visitors to the institution. Employees include staff, administrators, faculty, full-time or part-time, and classified or non-classified persons who are paid by the University. Students include all persons admitted to the University who have not completed a program of study for which they were enrolled; student status continues whether or not the University's programs are in session. Affiliated organizations are separate entities that exist for the benefit of the University through an operating agreement and include the Foundations, the Community Development Corporation, and the Alumni Association. Visitors include vendors and their employees, parents of students, volunteers, guests, uninvited guests and all other persons located on property owned, leased, or otherwise controlled by the University.

E. POLICY STATEMENT

The University affirms the right to examine and discuss all questions of interest and to express opinions publicly and privately. Members of the University community are free to express opinions publicly and privately and support causes by orderly means, subject to reasonable time, place and manner restrictions, that do not disrupt the regular and essential operations of the institution.

The University also affirms the right to engage in peaceful, orderly demonstrations within reasonably and impartially applied non-content based rules designated by the University. These rules reflect the educational purposes of the University and are intended to protect the safety of members of the University community and others. The right to demonstrate does not include the right to engage in conduct that disrupts the University's operations, endangers the safety of others, or incites others to imminent unlawful action. The University may establish rules

regulating time, place, and manner of such activities and allocating the use of facilities, but these regulations shall not be used as a means of censorship.

F. PROCEDURES

1. All members of the University community may use any publicly available outdoor area of campus for meetings, gatherings, events or demonstrations, so long as such use does not cause a material and substantial disruption to University activities or cause the University to incur significant costs. The following outdoor areas are available for reservations through the University's Virtual Event Management (EMS) Website:

    a. Bolling Square
    b. Dominion House Lawn
    c. Kaufman Mall
    d. Perry Library/Engineering Field
    e. Powhatan Pavilion
    f. Runte Quad
    g. Student Recreation Backfield
    h. Whitehurst Beach
    i. Whitehurst Field
    j. Williamsburg Lawn

    Brock Commons is available for reservations through the University's Brock Commons Website.

2. For all events that are reasonably expected to attract over 50 attendees or otherwise necessitate coordination of timing or resources on the part of the University, prior approval and a location reservation are required. Prior approval and a location reservation are encouraged for all events with fewer than 50 participants in order to coordinate the use of any outdoor campus space. The Old Dominion University Police Department (ODUPD) and/or the appropriate University official may arrive to ensure the safety of all participants as described in Section F.5 or perform lawful activities authorized in F.6.

3. All members of the University community must adhere to University Policy 3200, Use of Facilities and Grounds, when scheduling and conducting such events. Students should refer to the Student Organization Handbook for specific guidance.

4. The Dean of Students or designee may talk with students seeking to hold a demonstration. The Vice Provost for Academic Affairs or designee will be the point of contact for all other events.

5. ODUPD and/or the appropriate University official may also be present during demonstrations to help ensure all participants are afforded a safe and protected forum that is conducive to preserving the speakers' freedom of speech and expression.

6. ODUPD should be called to assist in instances where demonstrations become unsafe or disruptive. A demonstration is disruptive or unsafe if it includes any activity that:

    a. Incites others to imminent unlawful action or threatens the safety of any person.

    b. Denies or unreasonably interferes with the rights of other students, faculty, or staff of the University, including the rights of others to demonstrate.

c. Occurs in a way that blocks entrances, exits, or passageways from or to any University building or vehicle traffic on or to campus. The approved event must cease if there is an emergency or building evacuation.

d. Unreasonably interferes with University operations. This may include, but is not limited to, the following:

   i. Interfering with the instruction, research or administration of the University.
   ii. Denying the use of offices, classrooms or other facilities to students, faculty, staff, or visitors of the University.

e. Fails to comply with any other University policy or any other lawful directive, including a directive to cease the event.

7. During all events (including but not limited to demonstrations), the University reserves the right to take appropriate measures in compliance with the law to preserve and protect the speakers' freedom of speech and expression, ensure safety, and end the disruption as described in sections 4a. through 4e. When disruption occurs, the appropriate University official may first attempt to resolve the situation through dialogue, when possible and appropriate, prior to taking any measures to cease the event.

8. Counter demonstrations will be held to the same standards and will be given the same rights and responsibilities as noted above. In an effort to promote dialogue while upholding safety and order of the University, a separate area may be designated for those persons with views that differ from the views held by the event organizers. In order to ensure the safety of all participants, ODUPD and/or the appropriate University official may be required to be in attendance.

G. RECORDS RETENTION

Applicable records must be retained and then destroyed in accordance with the Commonwealth's Records Retention Schedules.

H. RESPONSIBLE OFFICER

Dean of Students

I. RELATED INFORMATION

Gun & Weapon Regulation
Board of Visitors Policy 1014 – Threat Assessment
Board of Visitors Policy 1403 – Academic Freedom
Board of Visitors Policy 1502 – Student Rights and Freedoms
University Policy 1005 – Discrimination Policy

POLICY HISTORY

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Policy Formulation Committee (PFC) & Responsible Officer Approval to Proceed:

Responsible Officer — Date

Policy Review Committee (PRC) Approval to Proceed:

Chair, Policy Review Committee (PRC) — Date

Executive Policy Review Committee (EPRC) Approval to Proceed:

Responsible Oversight Executive — Date

University Counsel Approval to Proceed:

University Counsel — Date

Presidential Approval:

/s/ John R. Broderick — October 1, 2020

President — Date

Policy Revision Dates: February 27, 2017; April 12, 2018; October 1, 2020

Scheduled Review Date: October 1, 2021

OLD DOMINION UNIVERSITY

To: Teaching and Research Faculty

From: Austin O. Agho, Ph.D., Provost and Vice President for Academic Affairs

Re: Guidelines for protecting scholars and researchers from attacks on social media, message boards, and other online forums

Date: July 1, 2022

Introduction

Old Dominion University (ODU) is committed to protecting academic freedom and supporting scholars and researchers as they teach and investigate difficult or controversial topics. Members of the University community must be allowed to rigorously pursue their research and scholarship without fear, coercion, or intimidation. To proactively address efforts to defame, attack, or misrepresent the scholarly work of our academic community, we need guidelines. Otherwise, the professional and personal lives of targeted faculty may be disrupted and student learning undermined.

This document outlines the actions to be taken at ODU to manage and respond to coordinated efforts that undermine the academic freedom of scholars and researchers. Faculty across the country have recently been the targets of such social media tactics as posting online messages to misrepresent the work of the faculty member, posting of threatening comments on third-party websites, and sending threatening emails to faculty, staff, and students with the intent of instilling fear. Trolling, defined as a "form of baiting online which involves sending abusive and hurtful comments across all social media platforms" is also a tactic used to intimidate scholars and researchers. Consequently, this document spells out the multilayered and organized approach ODU's faculty, Department Chairs, Academic Deans, Office of Academic Affairs, Office of University Communications, Police Department, Office of Information Technology Services, and Threat Education Assessment and Management will follow to respond to attacks on scholars and researchers. Our approach borrows from documents developed by the University of Massachusetts Amherst, University of Minnesota, and the University of Illinois Urbana-Champaign.

Old Dominion University is an equal opportunity, affirmative action institution. Minorities, women, veterans and individuals with disabilities are strongly encouraged to apply.

Six-Year Plans - Part I (2022): 2022-23 through 2027-28

Due: July 1, 2022

Institution:	***Old Dominion University***
Institution UNITID:	221

Individual responsible for plan

Name:	Bruce G. Aird
Email address:	baird@odu.edu
Telephone number:	757-683-3089

Part 1: In-State Undergraduate Tuition and Mandatory Fee Increase Plans in 2022-24 Biennium
Old Dominion University

Instructions: *Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.*

In-State Undergraduate Tuition and Mandatory E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
$7,047	$7,468	6.0%	$7,916	6.0%

In-State Undergraduate Tuition and Mandatory

2022-23 (Revised)		2023-24 (Revised)	
Planned Charge	% Increase	Planned Charge	% Increase
$7,257	3.0%	$7,691	6.0%

In-State Undergraduate Mandatory Non-E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
$4,113	$4,238	3.0%	$4,366	3.0%

In-State Undergraduate Mandatory Non-E&G Fees

2022-23 (Revised)		2023-24 (Revised)	
Planned Charge	% Increase	Planned Charge	% Increase
$4,373	6.3%	$4,504	3.0%

Part 2: Tuition and Other Nongeneral Fund (NGF) Revenue
Old Dominion University

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, provide total collected or projected to collect revenues (after discounts and waivers) by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.

Revised

Items	2020-2021 (Actual) Total Collected Tuition Revenue	2021-2022 (Estimated) Total Collected Tuition Revenue	2022-2023 (Planned) Total Projected Tuition Revenue	2023-2024 (Planned) Total Projected Tuition Revenue	2021-22 (Est.) Total Tuition Revenue	2022-23 (Est.) Total Tuition Revenue	(Planned) Total Tuition Revenue
E&G Programs							
Undergraduate, In-State	$112,454,868	$112,454,868	$118,770,093	$125,085,318	$101,666,435	$104,647,086	$110,925,911
Undergraduate, Out-of-State	$19,802,749	$19,802,749	$19,802,749	$19,802,749	$18,208,912	$19,297,444	$19,395,291
Graduate, In-State	$17,607,178	$17,607,178	$17,607,178	$17,607,178	$16,490,488	$16,989,839	$18,009,230
Graduate, Out-of-State	$7,670,253	$7,670,253	$7,670,253	$7,670,253	$7,916,232	$7,921,391	$8,396,675
Law, In-State	$0	$0	$0	$0			
Law, Out-of-State	$0	$0	$0	$0			
Medicine, In-State	$0	$0	$0	$0			
Medicine, Out-of-State	$0	$0	$0	$0			
Dentistry, In-State	$0	$0	$0	$0			
Dentistry, Out-of-State	$0	$0	$0	$0			
PharmD, In-State	$0	$0	$0	$0			
PharmD, Out-of-State	$0	$0	$0	$0			
Veterinary Medicine, In-State	$0	$0	$0	$0			
Veterinary Medicine, Out-of-State	$0	$0	$0	$0			
Other NGF	$21,945,429	$16,438,101	$17,188,101	$17,938,101	$19,023,761	$19,767,419	$20,517,419
Total E&G Revenue	$179,480,477	$173,973,149	$181,038,374	$188,103,599	$163,305,828	$168,623,179	$177,244,526
			$7,065,225	$14,130,450			

Non-E&G Fee Revenue	2020-2021 (Actual) Total Tuition Revenue	2021-2022 (Estimated) Total Tuition Revenue	2022-2023 (Planned) Total Tuition Revenue	2023-2024 (Planned) Total Tuition Revenue	2021-22 (Est.) Total Fee Revenue	2022-23 (Est.) Total Fee Revenue	(Planned) Total Fee Revenue
In-State undergraduates	$49,535,956	$55,829,540	$57,504,426	$59,179,313	$53,066,450	$56,024,945	$57,705,693
All Other students	$9,244,185	$10,387,458	$10,699,082	$11,010,705	$10,427,215	$11,474,102	$11,818,325
Total non-E&G fee revenue	$58,780,141	$66,216,998	$68,203,508	$70,190,018	$63,493,665	$67,499,047	$69,524,018
Total Auxiliary Revenue	$104,892,166	$115,634,250	$119,103,278	$122,676,376	$128,405,794	$133,788,504	$137,802,159

Part 3: ACADEMIC-FINANCIAL PLAN
Old Dominion University

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

Instructions for 3A: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2024-2028 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. **All salary information must be provided in section 3B. No salary information should be included in 3A.** Funding amounts in the first year should be incremental. **However, if the costs continue into the second year, they should be reflected cumulatively.** Please update total cost formulas if necessary. **Institutions should assume no general fund (GF) support in this worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS, PLEASE INCLUDE THOSE FUNDS IN THE REALLOCATION COLUMNS.**

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2022-2028)														
			Biennium 2022-2024 (7/1/22-6/30/24)											Description of Strategy	Two Additional Biennia
	Strategies (Short Title)	VP Goal	2022-2023			2023-2024			2022-2023 (Revised)			2023-2024 (Revised)			Concise Information for Each Strategy	Information for 2024- 2028
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue		
R2	Student Success and Job Readiness (50% Tuition / 50% GF)		$1,237,870	$280,000	$957,870	$957,870	$0	$957,870	$143,000	$143,000		$957,870	$957,870	$0	Expansion of Student Success and Job Readiness programs to improve retention and completion for the most at risk student populations. ODU has reallocated funding towards our counselling support services in FY23 and seeks full funding in FY24.	
R3	VA Institute for Spaceflight and Autonomy (50% NGF / 50% GF)		$497,669	$0	$497,669	$497,669	$0	$497,669	$0	$0	$0	$497,669		$0	Expansion of the VA Institute for Spaceflight and Autonomy and the Wallops Flight Facility Translational Research and Business Innovation Center. University Funding will come from Other NGF sources, not Tuition.	
R5	Maritime Center for Mission Engineering Solutions and Workforce Training (50% NGF / 50% GF)		$1,506,793	$0	$1,506,793	$1,506,793	$0	$1,506,793	$0	$0	$0	$1,506,793		$0	Establish the Maritime Center for Mission Engineering Solutions and Workforce Training. State funding of $500,000 provided to initiate the new center. Full funding sought in FY24. University Funding will come from Other NGF Sources, not Tuition	
R6	VA Institute for the Study of Race and Ethnicity (50% Tuition / 50% GF)		$232,314	$0	$232,314	$232,314	$0	$232,314	$0	$0	$0	$232,314	$232,314	$0	Expansion of the Institute for the Study of Race and Ethnicity. If funded, ODU will re-allocate NGF resources to fully fund the initiative.	
			$0			$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
			$0	$0	$0	$0	$0	$0								
	Total 2022-2024 Costs (Included in Financial Plan 'Total Additional Funding Need')		$3,474,646	$280,000	$3,194,646	$3,194,646	$0	$3,194,646	$143,000	$143,000	$0	$3,194,646	$1,190,184	$0		

3B: Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2022-2024 Biennium

Instructions for 3B: Complete the lines appropriate to your institution. As completely as possible, the items in the Academic Plan (3A) and Financial Plan (3B) should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another. Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund Revenue for Current Operations" are available for an institution's use, if an institution cannot allocated all of its tuition revenue to specific strategies in the plan. Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue. Please do not add additional rows to 3B without first contacting Jean Huskey. **All salary information should be included in this section. No salary information should be included in 3A.**

	Assuming No Additional General Fund	2022-2023			2023-2024			2022-2023 (Revised)			2023-2024 (Revised)		
	Items	**Total Amount**	**Reallocation**	**Amount From Tuition Revenue**	**Total Amount**	**Reallocation**	**Amount From Tuition Revenue**	**Total Amount**	**Reallocation**	**Amount From Tuition Revenue**	**Total Amount**	**Reallocation**	**Amount From Tuition Revenue**
	Total Incremental Cost from Academic Plan[1]	$3,474,646	$280,000	$3,194,646	$3,194,646	$0	$3,194,646	$143,000	$143,000	$0	$3,194,646	$1,190,184	$0
A	Increase T&R Faculty Salaries (State Authorized Increase)		$0			$0		$5,458,437		$2,615,696	$11,189,796		$5,362,177
	T&R Faculty Salary Increase Rate(%)	0.00%			0.00%			5.00%			5.00%		
A	Increase Admin Faculty Salaries (State Authorized Increase)		$0			$0		$2,029,418		$972,502	$4,160,307		$1,993,629
	Admin Faculty Salary Increase Rate(%)	0.00%			0.00%			5.00%			5.00%		
A	Increase Classified Salaries (State Authorized Increase)		$0			$0		$2,867,253		$1,373,995	$5,877,869		$2,816,689
	Classified Salary Increase Rate(%)	0.00%			0.00%			5.00%			5.00%		
A	Increase Adjunct Faculty Salaries (State Authorized Increase)		$0			$0		$752,642		$334,279	$1,542,916	$191,834	$493,439
	Adjunct Salary Increase Rate(%)	0.00%			0.00%			5.00%			5.00%		
A	Increase Graduate TA Salary (State Authorized Increase)		$0			$0		$559,589	$236,030	$20,879	$1,147,157	$526,664	$0
A	Graduate TA Salary Increase Rate(%)	0.00%			0.00%			5.00%			5.00%		
A	Commonwealth Authorized Bonus		$0			$0		$1,329,534	$638,176	$0	$0	$0	$0
R4	Increase T&R Faculty Salaries ($)	$1,608,238	$0	$1,608,238	$3,272,764	$0	$3,272,764				$3,272,764		$3,272,764
	T&R Faculty Salary Increase Rate(%)[2]	3.50%		3.50%	3.50%		3.50%				3.50%		3.50%
	Increase Admin. Faculty Salaries ($)	$0	$0	$0	$0	$0	$0						
	Admin. Faculty Salary Increase Rate (%)[2]	0.00%		0.00%	0.00%		0.00%						
	Increase Classified Staff Salaries ($)	$0	$0	$0	$0	$0	$0						
	Classified Salary Increase Rate (%)[2]	0.00%		0.00%	0.00%		0.00%						
	Increase University Staff Salaries ($)	$0	$0	$0	$0	$0	$0						
	University Staff Salary Increase Rate (%)[2]	0.00%		0.00%	0.00%		0.00%						
	Increase Number of Full-Time T&R Faculty($)[3]	$0	$0	$0	$0	$0	$0						
A	O&M for New Facilities	$0	$0	$0	$0	$0	$0	$325,720	$142,860		$1,297,435	$571,435	
A	Addt'l In-State Student Financial Aid from Tuition Rev	$0	$0	$0	$0	$0	$0	$3,100,000	$3,100,000				
	Addt'l Out-of-State Student Financial Aid from Tuition Rev	$0	$0	$0	$0	$0	$0						
	Anticipated Nongeneral Fund Carryover	$0	$0	$0	$0	$0	$0						
A	Nongeneral Fund for Current Operations (Safety & Security; Fringe B	$0	$0	$0	$0	$0	$0	$2,506,090	$1,969,199	$0	$3,659,861	$2,493,840	
	Library Enhancement	$0	$0	$0	$0	$0	$0						
	Utility Cost Increase	$0	$0	$0	$0	$0	$0						
	Total Additional Funding Need	**$5,082,884**	**$280,000**	**$4,802,884**	**$6,467,410**	**$0**	**$6,467,410**	**$17,742,149**	**$5,591,089**	**$5,317,351**	**$35,342,751**	**$4,973,957**	**$13,938,698**

Notes:

(1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
(2) If planned, enter the cost of any institution-wide increase.
(3) If planned, enter the cost of additional FTE faculty.

Auto Check (Match = $0)

Match Incremental Tuit Rev in Part 2		If not matched, please provide explanation in these fields.	
2022-2023 (rev)	**2023-2024 (rev)**	**2022-2023**	**2023-2024**
$0	$0		

Part 4: General Fund (GF) Request
Old Dominion University

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to it's connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support									Notes
			Biennium 2022-2024 (7/1/22-6/30/24)							
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal	2022-2023		2023-2024		2022-2023 (Revised)		2023-2024 (Revised)	
			Total Amount	GF Support	Total Amount	GF Support	Total Amount	GF Support	Total Amount	GF Support	
R1	Increase Student Financial Assistance		$7,572,000	$7,572,000	$15,144,000	$15,144,000					Addressing students unmet need is a critical component of student succes, improving retention and completion. The GF allocation of $3,7M in the Biennial Budget partially addressed the requested funding in FY23, however, the $20M in FY24 fully addresses the funding requested.
R2	Student Success and Job Readiness (50% Tuition / 50% GF)		$2,195,740	$957,870	$1,915,740	$957,870			$1,915,740	$957,870	Continue to pursue 50% of funding required for the expansion of Student Success and Job Readiness programs to improve retention and completion for the most at risk student populations.
R3	VA Institute for Spaceflight and Autonomy (50% Tuition / 50% GF)		$995,338	$497,669	$995,338	$497,669			$995,338	$497,669	Continue to pursue 50% of funding required for the expansion of the VA Institute for Spaceflight and Autonomy and the Wallops Flight Facility Translational Research and Business Innovation Center
R4	Increase Faculty Salaries (Funding 50% Tuition / 50% GF)		$3,216,476	$1,608,238	$6,545,528	$3,272,764			$6,545,528	$3,272,764	Continue to pursue 50% of funding required to address issues in the recruitment and retention of qualified teaching and research faculty. The remaining 50% will be funded with tuition revenue as noted in the Academic-Financial Tab.
R5	Maritime Center for Mission Engineering Solutions and Workforce Training (50% Tuition / 50% GF)		$3,013,585	$1,506,792	$3,013,585	$1,506,792			$3,013,585	$1,006,792	Continue to pursue 50% of the total funding required to establish the Maritime Center for Mission Engineering Solutions and Workforce Training. Biennial Budget includes $500,000 GF per year for this initiative.
R6	VA Institute for the Study of Race and Ethnicity (50% Tuition / 50% GF)		$464,628	$232,314	$464,628	$232,314			$464,628	$232,314	Continue to pursue 50% of the funding required for the expansion of the Institute for the Study of Race and Ethnicity.
R7	Center for Interprofessional Healthcare practice, Education, and Research (I-Hear)		$310,000	$310,000	$310,000	$310,000			$310,000	$310,000	Continue to pursue Funding to create the center which will foster innovative interprofessional educational opportunities through didactic and experiential learning activities with a specific focus on providing care to underserved and vulnerable populations.
R8	Offshore Wind Center of Excellence		$1,000,313	$1,000,313	$1,000,313	$1,000,313			$1,000,313	$1,000,313	Continue to pursue Funding to create an Offshore Wind Energy Center of Excellence at Old Dominion University which will provide coordination among stakeholders from diverse sectors and interests to develop OSW facilities, logistics support networks, and workforce pipelines, to further the role of Hampton Roads as the logistics hub for OSW on the East Coast.
R9	Supercomputing Business Innovation Center		$1,623,525	$1,623,525	$1,623,525	$1,623,525			$1,623,525	$1,623,525	Continue to pursue The Supercomputing Business Innovation Center will provide technical assistance to companies, quasi-public entities (such as the Port of Virginia and the economic sector surrounding the port), and NGOs so that they can partner with universities and the Department of Energy in using supercomputing resources for business innovation.
A10	ODU / EVMS Academic Health Partnership										$250,000 in One-time GF to support the efforts toward an Academic Health Partnership between ODU and EVMS was provided in FY23.

Part 4: General Fund (GF) Request
Old Dominion University

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to it's connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support										Notes
			Biennium 2022-2024 (7/1/22-6/30/24)								
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal	2022-2023		2023-2024		2022-2023 (Revised)		2023-2024 (Revised)		
			Total Amount	GF Support	Total Amount	GF Support	Total Amount	GF Support	Total Amount	GF Support	
A11	Institute for Coastal Adaptation and Resilience										$1.5M in new Base GF was provided in each year of the biennium to support the Institute for Coastal Adaptation and Resilience at Old Dominion University and its collaboration with the Chesapeake Bay Foundation.
A12	Potomac Aquifer Recharge Monitoring Laboratory										$500,000 in new Base GF was provided in each year of the biennium to support the necessary staffing, equipment, and related services for the Potomac Aquifer Recharge Monitoring Laboratory established in § 62.1-274, Code of Virginia.
A13	VA Symphony Orchestra Minority Fellowships										$250,000 in new Base GF was provided in each year of the biennium to support a minority fellowship program partnership between Old Dominion University and the Virginia Symphony Orchestra.
A14	Hampton Roads Biomedical Research Consortium										A technical adjustment which transferred $4.0M of current GF to ODU as the fiscal agent for the Hampton Roads Biomedical Research Consortium.
			$20,391,605	$15,308,721	$31,012,657	$24,545,247	$0	$0	$15,868,657	$8,901,247	

Part 5: Financial Aid Plan

Old Dominion University

Instructions: *Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)*

**Other Discounts and Waiver* means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.*

Note: If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

***2020-21 (Actual) Please see footnote below**

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$112,454,868	$6,794,161	6.0%	$7,002,785	$155,460	$4,092,767	$116,703,095	-$81,864 Compliant
Undergraduate, Out-of-State	$19,802,749	$1,196,418	6.0%	$1,193,491	$182,500	$240,753	$20,226,002	
Graduate, In-State	$17,607,178	$234,697	1.3%	$107,937	$3,042,820	$1,075,618	$21,725,616	
Graduate, Out-of-State	$7,670,253	$102,242	1.3%	$23,305	$6,903,087	$25,951	$14,599,291	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	
Total	$157,535,048	$8,327,518	**5.3%**	$8,327,518	$10,283,867	$5,435,089	$173,254,004	

2021-22 (Estimated)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$112,454,868	$6,794,161	6.0%	$6,794,161	$155,460	$4,092,767	$116,703,095	$0 Compliant
Undergraduate, Out-of-State	$19,802,749	$1,196,418	6.0%	$1,196,418	$182,500	$240,753	$20,226,002	
Graduate, In-State	$17,607,178	$234,697	1.3%	$234,697	$3,042,820	$1,075,618	$21,725,616	
Graduate, Out-of-State	$7,670,253	$102,242	1.3%	$102,242	$6,903,087	$25,951	$14,599,291	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	
Total	$157,535,048	$8,327,518	**5.3%**	$8,327,518	$10,283,867	$5,435,089	$173,254,004	

2022-23 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$118,770,093	$6,794,161	5.7%	$6,794,161	$164,788	$4,338,333	$123,273,214	$0 Compliant
Undergraduate, Out-of-State	$19,802,749	$1,196,418	6.0%	$1,196,418	$182,500	$240,753	$20,226,002	
Graduate, In-State	$17,607,178	$234,697	1.3%	$234,697	$3,042,820	$1,075,618	$21,725,616	
Graduate, Out-of-State	$7,670,253	$102,242	1.3%	$102,242	$6,903,087	$25,951	$14,599,291	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	
Total	$163,850,273	$8,327,518	**5.1%**	$8,327,518	$10,293,195	$5,680,655	$179,824,123	

2023-24 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$125,085,318	$6,794,161	5.4%	$6,794,161	$174,676	$4,598,633	$129,858,627	$0 Compliant
Undergraduate, Out-of-State	$19,802,749	$1,196,418	6.0%	$1,196,418	$182,500	$240,753	$20,226,002	
Graduate, In-State	$17,607,178	$234,697	1.3%	$234,697	$3,042,820	$1,075,618	$21,725,616	
Graduate, Out-of-State	$7,670,253	$102,242	1.3%	$102,242	$6,903,087	$25,951	$14,599,291	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	
Total	$170,165,498	$8,327,518	**4.9%**	$8,327,518	$10,303,083	$5,940,955	$186,409,536	

2021-22 (Actual)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$101,666,435	$6,794,161	6.7%	$6,985,076	$155,460	$4,092,767	$105,914,662	-$153,051 Compliant
Undergraduate, Out-of-State	$18,208,912	$1,196,418	6.6%	$1,046,113	$182,500	$240,753	$18,632,165	
Graduate, In-State	$16,490,488	$234,697	1.4%	$196,833	$3,042,820	$1,075,618	$20,608,926	
Graduate, Out-of-State	$7,916,232	$102,242	1.3%	$99,496	$6,903,087	$25,951	$14,845,270	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	
Total	$144,282,067	$8,327,518	**5.8%**	$8,327,518	$10,283,867	$5,435,089	$160,001,023	

2022-23 (Estimate)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$104,647,086	$6,794,161	6.5%	$6,794,161	$164,788	$4,338,333	$109,150,207	$0 Compliant
Undergraduate, Out-of-State	$19,297,444	$1,196,418	6.2%	$1,196,418	$182,500	$240,753	$19,720,697	
Graduate, In-State	$16,989,839	$234,697	1.4%	$234,697	$3,042,820	$1,075,618	$21,108,277	
Graduate, Out-of-State	$7,921,391	$102,242	1.3%	$102,242	$6,903,087	$25,951	$14,850,429	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	
Total	$148,855,760	$8,327,518	**5.6%**	$8,327,518	$10,293,195	$5,680,655	$164,829,610	

2023-24 (Estimate)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$110,925,911	$6,794,161	6.1%	$6,794,161	$174,676	$4,598,633	$115,699,220	$0 Compliant
Undergraduate, Out-of-State	$19,395,291	$1,196,418	6.2%	$1,196,418	$182,500	$240,753	$19,818,544	
Graduate, In-State	$18,009,230	$234,697	1.3%	$234,697	$3,042,820	$1,075,618	$22,127,668	
Graduate, Out-of-State	$8,396,675	$102,242	1.2%	$102,242	$6,903,087	$25,951	$15,325,713	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	
First Professional, Out-of-Stat	$0	$0	%	$0	$0	$0	$0	
Total	$156,727,107	$8,327,518	**5.3%**	$8,327,518	$10,303,083	$5,940,955	$172,971,145	

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

2022 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Old Dominion University

OVERVIEW

The totality of the six-year plan should describe the institution's goals as they relate to state goals found in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); and the Restructured Higher Education Financial and Administrative Operations Act of 2005.

The instructions under institutional mission and alignment to state goals, below, ask for specific strategies, in particular related to equity, affordability and transformative outcomes. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. ***Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.***

SECTIONS

Section A. Pandemic Impact: Briefly discuss, in one to two paragraphs, how the pandemic has impacted your institution. What things did your institution already have in place that proved helpful? What lessons were learned? What short-term changes have been made? What long-term changes will be made? What are the concerns moving forward?

RESPONSE:

The COVID-19 Pandemic has brought about unprecedented financial, operational, and public health challenges for Old Dominion University, and all public and private institutions in Virginia and throughout the nation. Drastic and sudden shifts were experienced in the instructional delivery and support systems, administrative support functions and widespread teleworking for faculty and staff. With the campus essentially closed for several months at the conclusion of the 2019-2020 academic year, followed by a 2020-2021 academic year with most students enrolled in online courses and most faculty and staff teleworking, the day-to-day operations, services, and overall campus life have been drastically altered for over fourteen months. These shifts had significant impacts on the financial core of the university and auxiliary operations, instructional delivery and support functions, student support services, and facility management services, as well as the demand for student health and wellness services.

ODU's depth and breadth of existing online programs and its capacity to rapidly shift from traditional in-person instruction to online afforded the University a stable tuition revenue base throughout the 2020-2021 academic year. The rapid shift to online instruction and teleworking resulted in significant cost increases. However, the combination of stimulus funding and one-time savings strategies implemented by the university made it possible to maintain financial stability of the E&G core. The existing medical diagnostic laboratory and student health center enabled the university to create a COVID-19 testing facility, implementation of contact tracing protocols, and other student focused health services and support systems. The university's emergency management team, response plans, and communication protocols were critical to the university's ongoing planning and response to the everchanging dynamic of the pandemic.

While we anticipate a return to more traditional instruction modalities in FY22 and FY23, ODU will continue to build its online and distance learning capabilities. In addition, the rapid transition to and sustained use of

teleworking provided a very beneficial catalyst to the digital transformation of many business processes across campus. Going forward, many of these new processes and daily practices will become the standard for how work gets done and the momentum for further digital transformation will be embraced.

The long-term impacts and concerns about the future are centered in enrollment and retention, but also in campus life and student health, wellness, and other support services. We, like many other institutions were rethinking future enrollment levels prior to the pandemic, but the long-term financial impact of the pandemic on our current and future students is a primary concern and may exacerbate the anticipated "enrollment cliff." In addition to the financial impacts of the pandemic, the potential for a lasting shift in demand for distance learning versus traditional on-campus instruction creates uncertainty for the future operations of many of our auxiliary services and other campus-based services. The influx of stimulus funding has provided resources to address many of the one-time expenditures, revenue loss, and other short-term financial challenges, but the long-term financial implications for auxiliary services and other campus-based services may persist. Stimulus funds have also provided a significant amount of direct financial relief for our students. Financial resources have proven to have a significant influence on student enrollment, retention, and persistence to degree attainment, and therefore it is of great concern that our student population may be adversely affected when student grant funds are no longer available.

Section B. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals: Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following state themes and goals:

- **Equitable:** Close access and completion gaps. Remove barriers to access and attainment especially for Black, Hispanic, Native American and rural students; students learning English as a second language; students from economically disadvantaged backgrounds; and students with disabilities.
- **Affordable:** Lower costs to students. Invest in and support the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.
- **Transformative:** Expand prosperity. Increase the social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions. This goal includes efforts to diversify staff and faculty pools.

Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets. If federal stimulus funds will fund activities and are included in Part 3 as reallocations, please note how they will be used.

RESPONSE:

Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a dynamic public research institution that serves its students and enriches the Commonwealth, the nation and the world through rigorous academic programs, strategic partnerships, and active civic engagement. This mission statement was revised by the Board of Visitors on April 8, 2010.

Our vision is to be recognized nationally and internationally as a forward-focused metropolitan university with a collaborative and innovative approach to education and research that spurs economic growth, focuses on student success, engages civic and community partners, and uses its connections with the military and maritime industries and its exceptional strengths and leadership in related areas to provide practical solutions to complex and real world problems. These are the principles behind the nine (9) requests outlined in the 2021 Institutional Six-Year Strategic Plan.

The University's 2014-2019 Strategic Plan outlines the goals and institutional priorities to achieve the University's mission. The University engaged in the Strategic Planning Process for 2020-2025, However, these efforts were paused in response to both the pandemic and the announcement of President Broderick's retirement.

ODU is committed to providing an affordable, high-quality education to a diverse spectrum of students. Old Dominion University offers the most affordable in-state undergraduate tuition of the doctoral institutions. Business Insider, examining data from U.S. News & World Report and the Chronicle of Higher Education, named Old Dominion the "most affordable college" in Virginia. Even with low tuition, Old Dominion University is challenged to support over 8,000 Pell-eligible enrolled students, providing access and educating more economically disadvantaged students than nearly every other four-year institution in the Commonwealth. Our objective is to provide a quality education for the many first-generation students, working adults, online degree completers and transfer students we educate and graduate. As one of the most diverse campuses in the United States, ODU is committed to educating students of all backgrounds. Education Trust has cited ODU as being among the top 15 U.S. universities for African American student success, and Diverse Issues in Higher Education ranked ODU No. 14 overall in the nation for the number of African American graduates. Twenty-five percent of ODU's students are military affiliated, the most of any 4-year public institution in Virginia. Many of our students are also first-generation collegegoers and need more assistance in the transition to college, regardless of whether they are physically in the classroom or participating in classes online. However, graduating students from these populations is the key to meeting the needs of the future jobs and economy of Virginia.

Expanding on the existing catalog of online program offerings, ODU will continue to scale programs that attract stop-outs as well as, pursue targeted and aggressive growth in graduate online professional master's program offerings.

Strategies

Increase Student Financial Assistance

Old Dominion University is challenged to support over 8,000 Pell-eligible enrolled students, providing access and educating more economically disadvantaged students than nearly every other four-year institution in the Commonwealth. Our general funded portion of undergraduate and graduate student financial assistance totals approximately $31M and meets approximately 43% of ODU's goal of $72.1M to achieve 100% of unmet need.

Further, our institutional research shows that if we can meet 64% of a student's financial need, he or she is more likely to persist. To accomplish this objective within the next two years, approximately $15.1M in state funded financial assistance would be required over the next biennium.

In a comprehensive study of Virginia higher education, the Joint Legislative Audit and Review Commission (JLARC) reported on a study (the Delta Cost Project) of students who did not complete their degree. This study found that 29 percent of non-completers cited "financial" as the reason for not remaining enrolled. The other factors cited, including "Personal" (58%) and "Family Responsibilities" (18%), could each have

financial implications as well, such as paying for childcare or helping with the family's monthly bills. These percentages correlate closely with ODU's monitoring of students who do not return to school.

Addressing financial challenges is a critical component of student success as these studies clearly recognize. Financial aid plays a critical role not only for affordability but also for retention and completion.

Original Funding Request: $7,572,000 in general funds for student financial assistance in FY2023 and $15,144,000 in FY2024. Received $3,727,300 in FY23 and $20,879,100 in FY24.

Student Success and Job Readiness

Old Dominion University has a vital role in educating low-income, first-generation students, veterans, and degree completers to support the Commonwealth's needs for a diverse and well-prepared workforce. To advance economic mobility for low-income, underrepresented students, research has shown student support, academic resources and financial support must work together to assist these students through graduation. In addition to providing financial aid to address unmet need, ODU must have resources to provide advising, career/job counseling, financial literacy, math support and success coaching to support these students.

Outcomes of these services show great results. As examples, students in the success coaching program over the past three years were retained from first-to-second year at a rate 17% higher than a control group and 8% higher than the overall freshman class. This investment will continue to increase success rates as more low-income students are provided access to the university.

Another program with similar evidence of student success is the Learn and Earn Advantage Program (LEAP) - an on-campus work program that shows how financial aid and career services can work together to offer funding and real-world skills that promote career readiness. LEAP students are currently employed across campus in their early years to prepare them for paid internships in their junior and senior years. They also take a class to learn employment skills and interact with alumni and other professionals. Students in the LEAP program were retained from first-to-second year at a rate 4% higher than the overall freshman class. This retention result is also attributed to the fact that the LEAP program provides these first-generation students with on-campus employment to ensure their education takes precedence over a job. Occasionally, off-campus jobs compete with a student's academic work and outside employers are not as flexible in providing time for studying.

To make the greatest impact on retention, progression, and graduation rates, ODU must be able to scale programs like Student Success Coaching and LEAP to ensure the success of its growing number of Pell-eligible students, military, and degree completers. Vital connections between student employment and internships increases access and affordability, and the skills developed through experiential learning help students win job offers.

Staffing for student success programs is essential. The diverse students ODU serves require additional advising time to navigate the more complex needs of transfer, military-affiliated, first generation and non-traditional students which extends the supportive interactions.

Student Population Leads is a new initiative that will provide further support for our diverse student body. These staff will serve as champions and experts on serving and supporting these students. Population Leads may be members of the designated group and/or have a personal stake and commitment to the success of the students. Population Leads understand the intersectionality of students comprising these populations and will utilize this information to inform resources and services. Population Leads will

determine the strategic direction and goals and objectives to promote the retention, progression, and graduation of their assigned students.

Original Funding Request: $2,195,740 FY2023 and $2,195,740 in FY2024, 28.0 New FTE (10.0 Success Coaches, 13.0 Student Population Leads, 3.0 Career Counselors, 2.0 Financial Literacy Advocates). Requested base funding to be split 50/50 tuition and new general funds. Reallocated $143,000 toward counselling services in FY23, requesting full funding in FY2024 and reallocation of existing resources in lieu of tuition.

VA Institute for Spaceflight and Autonomy (VISA) – Wallops Flight Facility Translational Research and Business Innovation Center (TRBIC)

In the first 2 years of operation VISA has made significant progress in leveraging the unique aerospace assets and ecosystem on the Eastern Shore and Southeast Virginia through key partnerships with VA Space/MARS, the Unmanned Systems Center at CIT, NASA's Wallops Flight Facility (WFF) and Langley Research Center, DOD (Fort Eustis), academia, and key industry sectors. Some key accomplishments of these partnerships include management of the next cube-sat mission on the Antares second stage (target launch date summer of 2022), development of a regional autonomous systems strategic playbook for CIT (signed MOU), and new Space Act Agreements for collaborative actives with NSAS WFF (in work) and NASA Langley (signed). VISA has also made strategic Investments in industry-driven technologies to further foster economic growth as well as sponsor student internships to grow the talent pipeline. With these partnerships solidified and the aerospace ecosystem continuing to grow with new entrants such as Rocket Lab, and the expanding use of autonomous systems across all domains, now is the time to expand VISA's footprint, capabilities, and impact.

The WFF, surrounding regional assets, and partners offers unique opportunities for commercial business development in designing, manufacturing, testing, and operating autonomous systems (land, sea and air) and small satellites for both government and industry customers. However, many companies that could develop new sensors, and generate or use data from existing autonomous systems and small satellite platforms, lack the technical expertise to engage with WFF or the autonomy and spaceflight sectors. A WFF Translational Research and Business Innovation Center (TRBIC) managed by ODU can provide this much needed "Front Door." The TRBIC will provide private sector users with the technical engineering, data analytics, digital innovation, and entrepreneurial support and advice that will empower them to leverage WFF capabilities to build an ecosystem of commercial enterprises outside the gates at Wallops. This innovation ecosystem will not only grow the local aerospace industry thus attracting new entrants but can also serve as an innovation catalyst for the advanced air mobility, maritime and offshore wind energy ecosystems where many of the same underlying technologies (e.g., autonomous systems and data analytics) apply. In addition, ODU's management of the TRBIC and presence in the local area will strengthen the overall workforce pipeline through graduate and undergraduate class offerings, student internship opportunities and robust community college partnership. The WFF TRBIC will leverage current VISA activities including the Virginia Small-Sat Data Consortium and planned sustainment through the Translational Research to Commercialization Center (TR2C), as well as VMASC and IIE skills and capabilities, to help minimize risk and cost while maximizing impact and success.

Original Funding Request: $995,338 FY2023 and $995,338 in FY2024. Including 6.0 New FTE (3.0 Research Faculty to focus on Data Analytics, Small/Cube Sats, and Autonomy, 1.0 Regional Workforce Coordinator, 1.0 New Business Lead, and 1.0 Administrative Support Position.). Requested base funding to be split 50/50 tuition and new general funds. No funding in FY23, Seeking full funding in FY24 and Other NGF in lieu of tuition.

Increase Faculty Salaries

Over the last six years, approximately 217 faculty members have resigned to accept positions at other institutions citing salaries as the primary reason for their departure. This is a 28.4% increase in resignations since the 2019 Six-Year Plan submission. 41% of the resignations, over this period, have been faculty in STEM-H positions. IPEDS outlines Old Dominion University's average faculty salary as $78,639 with 67% of universities within the commonwealth paying a significantly higher average faculty salary. Of that 67%, for example, five out of nine provide between 31-69% higher average faculty salaries than ODU. When compared to national peers, Old Dominion University shows great disparities by rank and discipline. For example, a 2019-2020 CUPA comparison of faculty salaries in STEM fields indicates that Mechanical and Aerospace Engineering salaries for Associate Professors are 15.2% less than their peers while Associate Professors in Biological Sciences are 17.4% below their national peers. A similar comparison reveals that the average faculty salary for Professors in Psychology is 14.4% less than their peers.

While the recent statewide increase of 5% might aid ODU in bridging the gap with our national peers, we will be unable to make the necessary progress to be competitive with our peers in the commonwealth. To recruit and retain qualified teaching and research faculty, especially in the STEM disciplines, salaries need to be increased to close the gap between ODU faculty salaries and our national and regional peers. This request is for a modest increase of 3.5% for each year of the next biennium. Assuming no additional salary increases over this period, this action will increase our average faculty salary to approximately $84,255 and reduce the significant gap amongst those institutions within the commonwealth by roughly 10%.

Original Funding Request: Total Cost of increase $3,216,476 FY2023 and $6,545,528 in FY2024 to be funded via 50/50 split tuition and new general funds. This request is retained for FY24 to address the salary gap with peers in the commonwealth.

Maritime Center for Mission Engineering Solutions and Workforce Training

Hampton Roads faces challenges in updating its maritime industries with innovative technologies to remain competitive. It also faces a challenge to produce the higher-tech maritime-related talent pipeline that would support this technology insertion once capitalized. These challenges are driven by historical capital under-investment, increased U.S. Navy ship construction, repair, maintenance and modernization requirements, and the growing demand for the same talent pool to support the growing offshore wind industry, as well as large projects like the ongoing road/tunnel construction in the region.

Mission Engineering applies systems engineering concepts, practices, and technologies to manage complexity in highly connected systems. Mission Engineering aligns capabilities across systems of systems, future requirements, and technology investments to meet National Defense Strategy and other goals. Mission Engineering is the Defense Department's recognized methodology for addressing complex problems. Innovation needed to grow the region's maritime economic base is a classic mission engineering problem. Through its application, simultaneously implementing operational and technical solutions to integrate new technologies into the existing ecosystem to achieve sustainable mission goals would be achieved.

Old Dominion University's Virginia Modeling, Analysis and Simulation Center (VMASC) has a long performance history in developing mission engineering solutions across multiple sectors. ODU also is the only university in the country that offers a Mission Engineering certificate. The Hampton Roads Maritime Industrial Base Ecosystem (MIBE) has an established positive track record of implementing maritime workforce initiatives and is recognized by the Defense Department, Navy, and associated Congressional offices as the entry point for supporting the shipbuilding industrial base in the region.

A Maritime Center for Mission Engineering Solutions and Workforce Training would be a coordinated effort led through the Hampton Roads Maritime Industrial Base Ecosystem (MIBE) initiative at ODU. It would partner as required with:

- Norfolk Naval Shipyard
- Other Navy commands and DoD directorates
- The Hampton Roads Maritime Collaborative for Growth & Innovation (HRMC)
- K12 school systems
- Apprentice and technical trade schools
- Community Colleges and other universities
- Workforce Council and other employment services and
- Maritime industry stakeholders in the region.

The Center would provide innovation, technical assistance, and commercialization assistance for maritime employers seeking to digitally transform their workplaces by adopting advanced manufacturing and other technologies. Coordinate regional maritime trades and engineering training to create a robust talent pipeline (K12, apprentice schools, technical schools, community colleges, and universities) that aligns with both the scale (capacity) and innovation (capability) required to support:

- Navy's long-term requirements
- Private shipbuilding/repair companies' needs
- The expanding offshore wind industry and
- Other advanced manufacturing industries attracted to Hampton Roads.

ODU's Maritime Center for Mission Engineering Solutions and Workforce Training would become the DoD's national university affiliated research center for Mission Engineering research, innovation, and workforce training. This would bring additional DoD funding and jobs to the Hampton Roads region. Mission Engineering also is applicable to private sector maritime enterprises and other economic sectors.

Original Funding Request: $3,013,585 FY2023 and $3,013,585 in FY2024. Including 12.0 new FTE (8.0 T/R Faculty, 1.0 Executive Director, 1.0 Deputy Director, 2.0 Administrative Support Staff). Requested base funding to be split 50/50 tuition and new general funds. Received $500,000 in both FY2023 and FY2024. Seeking full funding in FY2024 and use of other NGF in lieu of tuition.

VA Institute for the Study of Race and Ethnicity

Created more than three decades ago, the Institute for the Study of Race & Ethnicity (ISRE) educates the Monarch and the local communities about the struggle for racial and ethnic parity and to advance social justice initiatives. In addition, ISRE provides the oversight and administration for the African American and African Studies major and minor. The Unit works extensively with local community and justice agencies, particularly police agencies and sheriff's offices across the Greater Hampton Roads Area and the Virginia Department of Corrections. ISRE has established strong partnerships with the National Association of Blacks in Criminal Justice, the American Correctional Association, the federally established 400 Years of African American History Commission, and the Appalachian African American Cultural Center in Pennington Gap, Virginia. ISRE has also worked with the prison systems in Trinidad and Tobago, St. Lucia, and U.S. Virgin Islands to help reform the systems and implement principles of evidence-based practices.

Expanding on its numerous successes, the Institute will create the Virginia Academy for Training about Race, Ethnicity, and Justice (VATREJ). The academy will translate existing research and evidence into training programs for justice professionals and the public. In addition, VATREJ will host diverse conversations, develop, and facilitate programming and professional development trainings through campus, community, and statewide initiatives related to race and ethnicity, enhance race relations in the

state of Virginia, and bridge the gap between law enforcement and communities of color. Specifically, the Institute will improve police-community relationships and advance social justice by:

- Hosting workshops and facilitating student-led dialogue on topics that recognize the intersectional nature of race and ethnicity by exploring key issues of race and racial inequality within the framework of the justice process.
- Expanding race dialogues to include conversations, workshops, and professional development opportunities that spread beyond the campus, local community, and police agencies in the Greater Hampton Roads area, to police and other criminal justice agencies across the state of Virginia, the Virginia Department of Education school systems, and companies and organizations.
- Working extensively with law enforcement agencies throughout the state of Virginia to strengthen police/community relations and help police agencies effect the 21st Century Policing task force recommendations advanced by a diverse array of experts from the law enforcement community, academia, youth activists, and community and civil rights leaders.
- Expanding for-credit diversity-focused coursework to be available across the Commonwealth through online offerings.
- Offering for credit and non-credit diversity studies certificates to criminal justice and human services professionals across the Commonwealth.

Original Funding Request: $464,628 FY2023 and $464,628 in FY2024, 4.0 New FTE (1.0 Lecturer, 2.0 Training and Development Coordinators, and 1.0 Administrative Support Staff). Requested base funding to be split 50/50 tuition and new general funds. No funding in FY23, seeking full funding in FY2024 and the reallocation of existing resources in lieu of tuition.

Center for Interprofessional Healthcare, Practice, Education, and Research (I-Hear)

The Center will serve as a global leader in interprofessional healthcare practice, education, and research by preparing students, providers, and educators from varying professions – including nursing, counseling, dental hygiene, human services, physical therapy, public health and speech and language pathology – with the knowledge, skills, and abilities (KSAs) needed to optimize the impact of interprofessional collaboration on patients, caregivers, and communities.

The Center will create innovative interprofessional educational opportunities through didactic and experiential learning activities with a specific focus on providing care to underserved and vulnerable populations. Students will develop expertise in utilizing telehealth and other technologies to connect with patients as well as other healthcare delivery professions.

The Center will become a self-sustaining practice, education, and research center that will create a workforce that is: 1) competent in interprofessional collaborations and care delivery, 2) able to develop new models for enhancing healthcare, and 3) able to contribute to research and the understanding of best practices in interprofessional education and collaboration.

Original Funding Request: $310,000 FY2023 and $310,000 in FY2024 of new general funds., 3.0 New FTE (1.0 Center Director, 1.0 Information Technology Specialist, and 1.0 Administrative Support Staff). No funding in FY23, seeking full funding in FY2024.

Offshore Wind Center of Excellence

An Offshore Wind Energy Center of Excellence at Old Dominion University will provide coordination among stakeholders from diverse sectors and interests to develop OSW facilities, logistics support networks, and workforce pipelines, to further the role of Hampton Roads as the logistics hub for OSW on the East Coast. Among the tasks the center will carry out are:

1. Offshore Wind Workforce and Supply Chains
    a. Optimize OSW component supply chains and workforces in coordination with partner organizations, such as Hampton Roads Alliance and the Hampton Roads Workforce Council
    b. Connect the offshore wind ecosystem to the existing maritime industry ecosystem with particular attention to the overlap in workforces and supply chains
    c. Work with University and Community College administrators to refine OSW academic programs to ensure the proper workforce
2. Federal and State OSW Liaison
    a. Streamline federal OSW planning, reviews, and permitting
    b. Broker agreements among federal and state agencies to eliminate the backlog of Construction and Operations Plans
3. Civilian and Military Alignment
    a. Identify and help implement synergies between civilian and military interests in OSW.
4. Research leadership
    a. Continue to develop and coordinate littoral, climatologic, and energy research and development related to OSW installation and operation
5. Innovation - Pilot and support commercialization and applications of new technologies and innovations for OSW and renewable energy solutions

ODU has established a strong performance history in facilitating OSW planning and implementation in Virginia. This effort would build on existing efforts to ensure that Virginia remains at the center of OSW development, innovation, and technology. If not funded, Virginia risks losing its current place in OSW development and its leadership in OSW technology innovation.

Original Funding Request: $1,000,313 FY2023 and $1,000,313 in FY2024 of new general funds. Including 5.0 New FTE (2.0 Research Faculty focused on OSW Construction and Supply Chain, 1.0 Executive Director, 1.0 Military and Civilian OSW Alignment Coordinator, and 1.0 Administrative Support Staff). <u>No funding in FY23, seeking full funding in FY2024.</u>

Supercomputing Business Innovation Center

The Supercomputing Business Innovation Center will provide technical assistance to companies, quasi-public entities (such as the Port of Virginia and the economic sector surrounding the port), and NGOs so that they can partner with universities and the Department of Energy in using supercomputing resources for business innovation. The goal is to build a “Big Data” ecosystem in Hampton Roads as JLab establishes the nation’s fourth DoE supercomputing facility.

Exascale computing represents an orders-of-magnitude improvement on current supercomputing speeds. As the Department of Energy transitions to exascale computing, including a new supercomputing facility at JLab in Newport News, private sector and other users — who compete for unused DOE supercomputer time as well as using commercial supercomputing sources — increasingly will require technical assistance in preparing their “Big Data” for exascale operations, and also may require assistance in developing commercial innovations from the data analytics provided by exascale computations. An ODU-led business innovation center serving private sector users of supercomputing capacity will create a data analytics economic cluster in Hampton Roads in preparation for the new exascale supercomputer at JLab, optimizing private/public collaborations around “Big Data.”

A Supercomputing Translational Research and Business Innovation Center (TRBIC) managed by ODU will provide private sector users with the technical engineering, data analytics, digital innovation, and

entrepreneurial support and advice that will empower them to leverage regional supercomputing capabilities to build an ecosystem of commercial enterprises that leverage supercomputing in Hampton Roads. This innovation ecosystem will develop a trusted AI workflow in the exascale computing infrastructure and the capabilities to generate data analytics. We also will develop processes for private companies and other users to integrate their enterprise systems in the AI workflow. Specifically, this will allow private companies to integrate their business process with the AI workflow and enhance the business outcomes via access to safe and assured analytics. The funding will also support the data analytic programs and would build a trained workforce in areas of trustworthy AI and big data analytics. We will also maintain a repository of models and data that could be made available to participating public and private partners for future collaborative efforts.

The preparation of "Big Data" for exascale operations and development of data analytics capabilities from exascale computations will rely on the need for trusted data analytics. We propose to develop a trustworthy AI platform leveraging exascale computing resources that will

a) Develop the trustworthy AI workflow for realizing reliable, privacy-preserving, explainable and fair analytics,
b) Deploy and implement the AI workflow within the exascale computing infrastructure,
c) Develop the capability for private sector to integrate their enterprise systems with the trusted AI workflow and leverage the access to safe and assured analytics for enhanced business outcomes, and
d) Provide access to library of AI model and data repository for future business development opportunities for private-public sector partnership. Priority will be given to high-demand industry clusters in Hampton Roads and Virginia.

Certificate programs in "Big Data" analytics and the use of high-performance computing for innovation will be developed to credential potential users.

Funding Request: $1,623,525 FY2023 and $1,623,525 in FY2024 of new general funds. Including 9.0 New FTE (2.0 Research Faculty focused on Data Analytics and Artificial Intelligence, 1.0 Program Manager, 1.0 Sr. Project Scientist, 1.0 Business Innovation Specialist, and 1.0 Administrative Assistant). No funding in FY23, seeking full funding in FY2024.

Other Plan Additions and Updates:

- Operation and Maintenance of new facilities:
  - FY2023 $182,000 GF and $142,860 NGF reallocations, FY2024 $726,000 GF and $571,435 NGF reallocations.
- Investment in current operations: (i.e., Benefits, Faculty and Public Safety Retention and Promotion, Technology Infrastructure)
  - FY2023 $536,988 GF and $1,969,199 NGF reallocations, FY2024 $1,166,021 GF and $2,493,840 NGF reallocations.
- One-time rebate of In-State Undergraduate tuition increase:
  - FY2023 $3,100,000 NGF reallocations
- ODU / EVMS Academic Health Partnership:
  - $250,000 GF FY2023
- Institute for Coastal Adaptation and Resilience:
  - $1,500,00 GF FY2023 and FY2024
- Potomac Aquifer Recharge Monitoring Laboratory:
  - $500,000 GF FY2023 and FY2024
- VA Symphony Orchestra Minority Fellowships:
  - $250,000 GF FY2023 and FY2024

- Hampton Roads Biomedical Research Consortium technical adjustment:
    - Shifts $4,000,000 of existing GF to ODU as the fiscal agent for the consortium

Section C. In-state Undergraduate Tuition and Fee Increase Plans: Provide information about the assumptions used to develop tuition and fee information the institution provided in the Excel workbook Part 1. **The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors.**

RESPONSE:

Old Dominion University has a long history of placing access and affordability at the forefront of institutional planning and practice. No student group has benefited from this approach more than In-state undergraduate students. Over the past ten years, ODU has held in-state undergraduate tuition and mandatory fees at or below the regional consumer price index, with several years of no increases for this student group. Of the four-year public institutions in the commonwealth, ODU's current Tuition and Mandatory E&G Fees are third lowest overall and significantly lower than our Doctoral and Research University peers. With growing needs in the recruitment and retention of qualified faculty, student success, and core infrastructure and support, ODU must address significant resource needs. The tuition and fee plan includes a 6% increase in Tuition and Mandatory E&G and a 3% increase in Mandatory Non-E&G Fees. Despite these increases, ODU's Tuition and Mandatory E&G Fees will still be among the lowest in the commonwealth for in-state undergraduate students.

Section D. Tuition and Other Nongeneral Fund (NGF) Revenue: Provide information about factors that went into the calculations of projected revenue, including how stimulus funds may mitigate tuition increases.

RESPONSE:

Old Dominion University was preparing for a potential decline in tuition and other Nongeneral fund resources prior to the pandemic and enacted even more conservative operating plans with the onset of the pandemic to ensure financial sustainability. Fortunately, enrollment levels were sustained and even surpassed the prior academic year. The current level of enrollment is not anticipated to continue over the course of the next biennium and our revenue forecasts and planning have incorporated anticipated attrition. Revenue projections also consider a planned 6% increase in Tuition and Mandatory E&G Fees for In-state undergraduate students and a 3% increase in Mandatory Non-E&G Fees for all students in FY23 and FY24. With graduate students' tuition and out-of-state undergraduate tuition rates currently at or above market, the plan includes no increases to Tuition and Mandatory E&G fees for these student categories.

Section E. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

All budget items are detailed in Section B.

Section F. Enrollment Projections: Include in this section information about how your institution developed its enrollment projections, whether your institution is concerned about future enrollment trends, and, if so, what planning is underway to address this concern. How have enrollment plans been impacted by the pandemic? For example, does your institution plan on enrolling more online students?

RESPONSE:

The enrollment projections for 2021 and 2022 follow Old Dominion University enrollment trends for the past five years and consider cohorts in the enrollment pipeline, with one significant qualifier. The 2020-21 academic year experienced significant enrollment changes from COVID-19 disruptions to standard projection patterns. Total enrollment grew in 2020-2021 more than projected due to ODU's vast online offerings and significant increase in graduate students. It is anticipated most undergraduates will return to face-to-face instruction while most graduate students will continue online. Given historical trends before 2020-21, a portion of on-campus students will permanently shift to online instruction.

Although short-term growth was experienced in 2020-21 due to prolific online offerings at ODU, the pandemic has already shown a negative impact in retaining the fall 2020 freshman cohort. Similar interruption to timely graduation is expected. Recruitment strategies pivoted in the past year challenging the enrollment of traditional students, particularly those who are first-generation and/or low-income who have not pursued college in rates prior to the pandemic. Additionally, the severe drop in VCCS enrollments also disrupted the gently declining trendline and may not recover lost enrollments.

Considering growth in 2020 an aberration due to COVID-19, comparing 2021 to 2019 aptly shows overall growth of 1% with no undergraduate growth and +5% at the graduate level. The model shows flat undergraduate enrollment due to nearly flat numbers of high school graduates and steep declines in VCCS feeder institutions, particularly at Tidewater Community College. Recent years of generally larger freshman classes minimize the decline of undergraduate on-campus numbers.

To sustain undergraduate enrollment, growth is anticipated in targeted online STEM fields. ODU continues to scale programs that attract stop-outs through Online Virginia Network (OVN). Aggressive measures will attract stop-outs to re-enroll. ODU anticipates targeted and aggressive growth in graduate online professional master's program offerings. As adult online learners and graduate professional master's headcounts grow, their FTE will not grow at the same pace because both groups are typically part-time. With more graduate master's programs dropping admission test requirements, there will be fewer new unclassified students (non-degree).

Section G. Programs and Instructional Sites: Provide information on any new academic programs, including credentials and certificates, new instructional sites, new schools, or mergers supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE:

Old Dominion University is partnering with regional institutions (Norfolk State University and Eastern Virginia Medical School) to create the state's first School of Public Health. The School of Public Health will produce a professional workforce in occupational health, environmental health, health services administration, health promotion, and epidemiology and biostatistics to meet the regions and commonwealth's needs for public health workers who can implement population health programs that serve Hampton Roads and the Commonwealth.

In addition to creating the School of Public Health, Old Dominion University is reviewing market needs and developing degree programs and certificates that serve a wide variety of business and industry in Hampton Roads, the Commonwealth, the nation and the world. Some of the new degree programs will be spinoffs of popular majors housed within umbrella degree programs while others under consideration are dependent on reorganizations currently under review. For completely new programs, the primary focus will be professional online graduate programs, with degrees for healthcare, business, and educational

professionals prioritized. Programs will be versatile and responsive to job market trends and professional needs. Programs currently under consideration for further review are shown below:

- **Bachelor's Degrees:** Biomedical Engineering; Environmental Science; Fashion Merchandising; Industrial Engineering; Industrial Technology; Manufacturing Engineering Technology; Training.
- **Master's Degrees:** Accelerator Science; Behavioral Analysis; Biomedical Sciences; Clinical Psychology; Criminology; Geospatial Analysis; Higher Education; Human Services; Instructional Design & Tech. Leadership; MAT in Teaching; Molecular Diagnostics; MSED Math Specialist; MSED Teacher Education; Occupational Therapy.
- **Doctoral Degrees:** Biology; Occupational Therapy.
- **Certificates:** Cybersecurity in Global Affairs; Cybersecurity Compliance; Educational Psychology and Program Evaluation; Emergency Management; Environmental Studies; Glass Blowing; Human Factors; Managing and Leading Resilience; Mathematical Data Science; Modeling and Simulation across the Disciplines; Museum Studies; Resilience Studies; Speech Language Pathology Assistant; Teacher Leadership; Spanish for Different Professions; Urban Studies, Policy, and Planning; and Wetland Delineation.

Four programs were recently identified for discontinuance as part of the SCHEV Program Viability Process. The Office of Academic Affairs is engaged in a Program Prioritization Initiative. Several certificate programs and a handful of degree programs have been identified for further review to determine whether they will be discontinued. Decisions on those programs will be made in the upcoming academic year.

Section H. Financial Aid: Discuss plans for providing financial aid, not including stimulus funds, to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans. Virginia's definitions of low-income and middle-income are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

To address the challenges associated with the rising cost of college, Old Dominion University uses institutional, state and federal funding to help mitigate the effect of rising costs on students from low- and middle-income families. Old Dominion University's financial aid packaging processes and procedures target the neediest enrolled students, as required under state and federal law. Approximately 74 percent of ODU's enrolled undergraduate applicants for federal financial aid fall into the low- and middle-income range.

Income Levels: Fall 2019 Undergraduate

Income Level	Count	%	*M*	Median
Low	6,230	43	20,650	18,719
Middle	4,377	30	66,346	62,748
Total	10,607	74	39,507	34,058
High	3,764	26	167,941	140,642
Total	14,371	100	73,146	49,287

Note. Represents all undergraduates in the official Fall 2019 headcount file who have a valid FAFSA (2019-20). Income level is based on 2019 poverty guidelines.

Over the last several years, Old Dominion University has budgeted over $8.3 million per year in institutional aid to meet student financial needs or approximately 5% of tuition revenue. In addition, funding for a number of on-campus employment opportunities for students who need part-time work to supplement their income has been increased, bringing the total budget for student wages to $5.8 million.

Low- and middle-income students would be negatively impacted should tuition sourced funds no longer be available. Over the last several years, approximately 4,000+ students benefit each year with awards ranging from $1,000 -$3,000.

As noted in the Six-Year Financial Plan, Old Dominion University will maintain the $8.3 million in tuition revenue allocated for financial aid in FY2021 and in FY2022 to meet the needs of its low- and middle-income students. However, if the state is able to provide funding to address the "unmet" need of our students as discussed in Section A, then the reliance on the tuition-funded student aid would be proportionately reduced.

Section I. Capital Outlay: Discuss the impact, if any, that the pandemic has had on capital planning, such as decreasing the need for space or other aspects. Provide information on your institution's main Education and General Programs capital outlay projects, including new construction as well as renovations that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated. *Special Note: The requested information is for discussion purposes only and inclusion of this information in the plans does not signify approval of the projects.*

RESPONSE:

New Biology Building (18473)

This project includes a new 162,851 gsf, multi-story building, which will replace the existing Mills Godwin Life Sciences Building, which will be renovated for new use. The new facility will support current University enrollment in the sciences as well as its ability to support the Commonwealth's STEM Degree production goals. It will house undergraduate teaching and graduate research biology laboratories (covering general biology, environmental science, anatomy & physiology, microbiology, ecology, cadaver dissection, immunology, and advanced skills laboratories), dedicated research laboratories, shared research laboratory support facilities, classrooms, an animal research facility, a greenhouse, and faculty and administrative office space. The university received authority to begin detailed planning and anticipates submission of planning documents when permitted (July 2022).

Data Science and Computer Engineering Building

The Data Sciences and Engineering Building supports ODU's longstanding Commonwealth-wide leadership in producing STEM-H graduates. ODU consistently graduates the second highest percentage of STEM-H undergraduates among doctoral institutions across the Commonwealth. The diversity of our graduates has been recognized nationally and will continue to grow. A state-of-the-art facility is needed to ensure ODU's continued leadership in the production of STEM-H graduates and expand degree offerings in data science and engineering. The Data Sciences and Engineering Building will provide strategic growth of data science and engineering careers, support for expanded experiential learning initiatives, and access to collaboration and student support spaces that are lacking or non-existent in current facilities serving these students, faculty and researchers.

The new facility will include a technology-rich environment and include collaborative labs, classrooms, experiential learning spaces, research labs, and faculty/administration offices to support growth in data science, computing, and engineering. The collaborative space will provide a setting where faculty and students from disciplines such as data science, mathematics, computing, engineering, technology, and manufacturing can work together to explore and apply data science strategies to a wide range of real-world problems as they relate to STEM professions. The building will expand the inventory of collaborative laboratories and learning spaces at the institution. In addition, engineering programs that have been constrained by limited and outdated laboratories and learning spaces -- such as Electrical Engineering, Computer Engineering, Biomedical Engineering, Engineering Technology, Mechanical Engineering, and Aerospace Engineering -- will be housed in the new space. Bringing together these disciplines within a collaborative data sciences space that provides students the opportunity to learn about manufacturing, technology, and innovation will better prepare future graduates for multi-dimensional careers in computing, technology, and engineering.

Public Safety Building

The proposed $21,846,817 general fund project would construct a new 30,769 gsf stand-alone police station on the east side of Hampton Boulevard to replace the current 7,500 gsf policing facility located in leased space which is also on the east side of Hampton Boulevard. The leased space is standard office space that was not designed to support the specific operational requirements of a police force. The proposed project addresses the chronic deficiencies in both the amount and type of space currently available to the University Police Department.

The existing University Police Station was moved into 7,500 gsf of leased space in the University Village approximately 15 years ago. Since that time, Old Dominion has employed a number of strategies to create a more residential campus, increasing the number of university-owned and private beds available to students from 1,000 to more than 6,000. That growth in the residential population has brought concomitant growth in the University's police force, as well as addition of unarmed security guards, and additional emergency management capability, to provide the public safety capability needed to protect the growing campus community in this urban setting. At the same time, changes in accreditation and Department of Justice requirements for public police forces have driven the need for increased space for training, weapons storage, secure holding and transfer of prisoners, privacy in interview and interrogations, community policing interaction, on-site and secure vehicle storage and file and equipment storage. Additionally, growth in emergency management capabilities, noted above, ancillary to policing but reporting directly to the Assistant Vice President for Public Safety and Chief of Police have outgrown space allocated to that purpose. Finally, the University Public Safety Department's community policing initiatives are limited due to the current space constraints which physically restrict the Department's ability to support academic programming related to formal internships and field placements for students in degree programs for Criminal Justice, Sociology, Public Administration and Communication, as well as related Business Administration degree programs, such as Marketing, and Finance and Information Systems and Technology. This proposed project will address the space shortfall.

Student Success Building

The proposed project seeks $62.7M to construct a 158,462 gsf building to consolidate and house student enrollment services such as admissions, registrar, student aid and graduate student services which are now scattered across campus. The building will also consolidate university services and programs which support and enhance student success. The university counseling center, student development and academic enhancement offices, disability services, academic and career planning offices along with a

learning resource center are all part of the student success portion of the building program. This project is considered a key element in improving student performance and retention.

The University established the division of Student Engagement and Enrollment Services, headed by a vice-president, to bring together all major student services under one leader. The initiative's goal is to simplify and streamline the delivery of critical services to our students. Prior to establishing the division, the functional departments listed above resided in three different organizational structures which hindered communication and made coordination difficult. Students sometimes found themselves sent back and forth between departments when trying to solve problems in registration, billing or financial aid because of this. While the new division has made significant improvements in the efficiency and effectiveness of services to students, many of the component departments remain scattered around campus in different buildings. This hinders full achievement of the division's operational goals; co-locating them in one facility will greatly increase communication, coordination and therefore efficiency and effectiveness of student services.

Section J. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

As a Level II institution with delegated authority for information technology and procurement, Old Dominion University has consistently met the financial and administrative standards in compliance with this authority and seeks an increased level of authority for administrative requirements, particularly related to Purchase Cards and Capital Outlay. ODU intends to request authority for purchase card transactions, such as providing the program administrator administrative authority to manage the program by determining card limits, lifting restrictions, and making exceptions. For procurement of capital construction, allow the University to develop procedures for the procurement of capital constructional and professional architectural and engineering services. Additional consideration is being given to requirements in the areas of Accounts Payable Expenditures and Human Resources.

Virginia's institutions of public higher education will be reimagining and exploring new ways to serve students as the Commonwealth emerges from the pandemic. One of the important topics to explore is how to ensure that institutions are best positioned to meet the goals of the Virginia Plan for Higher Education. If the institutions are going to serve students post-pandemic and create "Pathways to Opportunity," it will be critical to meet and anticipate the needs of the Commonwealth and empower students for success.

To this end, the SCHEV academic program approval process should be flexible and nimble enough to ensure that Virginia public colleges and universities can meet the goals of the Virginia Plan for Higher Education. Currently, the process has
some redundancies, detailed administrative requirements, and variations in procedures that can detract from discussions which should focus on the merits of the proposal.

In some cases, the program approval process can take years and can be derailed or delayed for seemingly minor details.

To position the program approval process to more effectively meet the needs of future students, a representative or representatives from SCHEV can collaborate with IPAC and reach a mutual consensus on principles of redesign that would serve as a guide to developing a new process aimed to help higher education be more strategic and responsive to the changing needs of the Commonwealth. Additionally, there should be continuous improvements to the process itself to emphasize efficient use of resources.

This is an opportune time to redesign the program approval process as we reconsider how higher education operates on the other side of the pandemic. Exploring ways to better achieve the goals and objectives the Virginia Plan for Higher Education and further the collaboration between the institutions and the Commonwealth is a shared goal that will benefit students and the entire Commonwealth.

Section K. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

RESPONSE:

Old Dominion University has made continued progress toward the strategic priorities in the previous Six-Year Plan to achieve state and university strategic goals. Top priorities of the plan included operating funds for access, completion and student success; compensation, and undergraduate financial assistance. Listed below are selected strategies that were included in the previous Six-Year Plan and the progress toward accomplishing them.

Compensation for Teaching and Research Faculty, Administrators, and Classified Staff:

Compensation continues to be a challenge for the university and represents one of our most important areas of emphasis. Recruiting and retaining well-qualified staff is critical to the future of the institution. State funding for compensation increases in both FY20 and FY22 have provided well-deserved increases in compensation levels for all employee categories. During this same three-year span however, with very minor and in some years no tuition increases, the university has not been in a position to close the compensation gap with peer institutions and the local market. Recruitment and retention remain a challenge and closing the compensation gap continues to be a strategic priority of the university.

Undergraduate Student Financial Assistance:

Additional undergraduate financial aid is critical to the cornerstones of access and affordability for students at Old Dominion University. Providing access and educating more economically disadvantaged students than nearly every other four-year institution in the commonwealth, Old Dominion considers student financial assistance and financial resources in general is one of the key factors not only in the initial decision to enroll but also for retention and completion. Partial restoration of the previously unallotted state support for undergraduate student financial assistance in FY22 will provide much needed financial assistance for our students. However, significantly more is required to address the unmet need of our students.

School of Public Health:

The combination of State and Private Grant funding has provided the initial funding base for the establishment of the joint School of Public Health. In partnership with Norfolk State and Eastern Virginia Medical School, the school will promote interdisciplinary and interprofessional programming to provide graduates with skills and capabilities that qualify them for a wide range of career options in public health, while also addressing regional challenges and transforming knowledge into preventative strategies to improve public health in Hampton Roads.

Operations and Maintenance for New Chemistry Building:

Faculty and Staff started to occupy the new building this spring and are preparing for full utilization the new teaching and research laboratories and academic support spaces this fall. The university is preparing for over $1 million of additional operating and maintenance costs for this state-of-the-art facility.

Virginia Institute for Spaceflight and Autonomy (VISA):

In the first 2 years of operation VISA has made significant progress in leveraging the unique aerospace assets and ecosystem on the Eastern Shore and Southeast Virginia through key partnerships with VA Space/MARS, the Unmanned Systems Center at CIT, NASA's Wallops Flight Facility (WFF) and Langley Research Center, DOD (Fort Eustis), academia, and key industry sectors. Some key accomplishments of these partnerships include management of the next cube-sat mission on the Antares second stage (target launch date summer of 2022), development of a regional autonomous systems strategic playbook for CIT (signed MOU), and new Space Act Agreements for collaborative actives with NSAS WFF (in work) and NASA Langley (signed). VISA has also made strategic investments in industry-driven technologies to further foster economic growth as well as sponsor student internships to grow the talent pipeline. With these partnerships solidified and the aerospace ecosystem continuing to grow with new entrants such as Rocket Lab, and the expanding use of autonomous systems across all domains, this initial success provides the foundation from which to expand VISA's footprint, capabilities, and impact.

Section L. Diversity, Equity and Inclusion (DEI) Strategic Plan: Provide an update on the completion status of your institution's plan that is being coordinated with the Governor's Director of Diversity, Equity and Inclusion. If a copy of the plan is available, please include it when your institution submits its initial plan. If a copy of the plan is not available for July 1 or if changes are made, please provide a copy with your institution's final plan submission on October 1.

RESPONSE:

Old Dominion University is requesting a six-month extension to the submission of the ONE Virginia Plan which is due July 1. We were in the midst of developing the 2020-2025 Old Dominion University Strategic Plan when we made the prudent decision to halt the planning process anticipating the shift in dynamics associated with the COVID-19 pandemic. One of the strategic planning working committees was focused on DEI. Additionally, the 2014-2019 Inclusive Excellence Framework plan was being revised to align with the new strategic plan and the ONE Virginia Plan. This planning process was temporarily halted along with the Strategic Plan. In May of 2020, President Broderick announced his retirement effective June 30, 2021. DEI has been a hallmark of his leadership as evidenced by the formation of the President's Task Force for Inclusive Excellence and the numerous campus, community and state recognitions that have lauded his commitment to DEI.

In February 2021 it was announced that Brian O. Hemphill, Ph.D., would become Old Dominion University's ninth president. President Hemphill is a seasoned university president with a long track record of demonstrated commitment to DEI. We are excited to continue this important work under his leadership and find it prudent to reflect his wisdom in our planning process. Therefore, we are requesting an extension.

Section M. Economic Development Annual Report: Provide a copy of any report your institution has produced about its economic development contributions.

RESPONSE:

The Institute for Innovation and Entrepreneurship (IIE) was formed two years ago to be an open, central point of contact for those seeking ODU resources for innovation, entrepreneurship, and economic development in our region and beyond. The goals of the institute include:

- Advance ODU's leadership role as an economic development partner for the Region and Commonwealth.
- Catalyze the innovation ecosystem at ODU, in Hampton Roads, the Commonwealth of Virginia, and across the globe.
- Bridge, connect, and create lasting partnerships among the University, community, and industry to advance entrepreneurial endeavors, social mobility, and economic development.
- Support transitional entrepreneurship among diverse communities in transition – veterans, women, immigrants, and individuals in economic distress.
- Support the establishment and growth of new and expanding enterprises, and
- Provide thought leadership on the role and impact of entrepreneurship and innovation on state and regional economies, global partnerships, and individual economic mobility.

Enclosed is the IIE 2020 Impact report.

New Section: Freedom of Expression, Free Speech, Academic Freedom, and Diversity of Thought: Official commitment and set of policies and practices to support freedom of expression and inquiry, free speech, academic freedom, and diversity of thought.

RESPONSE:

Old Dominion encourages diversity in every aspect of the university. Diversity enhances and enriches the educational, employment, and community experience. To this end, we must foster an environment conducive for meaningful and robust expression of ideas reflecting variety points of view. That is why at ODU we recognize the importance of protecting freedom of speech as a "right" and a cherished value that enhances the learning experience.

The University maintains a comprehensive website dedicated to Student Freedom of Speech & Activism. Student Freedom of Speech & Activism - Old Dominion University (odu.edu)

The website includes information regarding the university's commitment to freedom of expression, provides references to Virginia Law, University Policies, Frequently Asked Questions, and other related university policies and resources, as well as access to the most recent report on compliance with § 23.1-401.1.

Information on these topics is provided to students during the orientation process and to all student organizations when planning events or demonstrations on campus.

In addition, with the support and guidance of the University President, the Provost conferred with faculty and administrators across the University to develop guidelines for protecting scholars and researchers. This effort yielded a set of guidelines aimed at protecting academic freedom and supporting scholars and researchers as they teach and investigate difficult or controversial topics that were distributed to all Teaching and Research Faculty on July 1, 2022 and published on the Academic Affairs website. Academic Freedom, Freedom of Speech and Thought are also addressed in the Faculty Handbook, and Faculty Code of Conduct.

Enclosed for reference are:

- Board of Visitors Policy 1011 – Freedom of Expression
- University Policy 1700 – University Demonstrations
- Provost Agho's July 1, 2022, letter to Faculty

Additional guidelines, policies, and resources may be found on the Student Freedom of Speech and Activism website referenced above.

Old Dominion University continues active engagement with students, faculty, and staff on these topics, which will be evidenced in the forthcoming report of compliance with § 23.1-401.1.

Old Dominion University Educational Foundation

Performance Dashboard as of June 30, 2022

Source: PCR

Portfolio Summary

	06/01/2022 - 06/30/2022	Trailing 1YR
Beginning Market Value	**$349,148,549**	**$349,807,691**
Net Cash Flow	($850,528)	($1,795,708)
Net Investment Change	($13,493,312)	($13,207,273)
Ending Market Value	**$334,804,709**	**$334,804,709**

Portfolio Allocation vs Target[1]

Class	Market Value	Current Allocation	Near Term Strategic Allocation	Long Term Strategic Allocation
Equity	**$136,639,566**	**40.81%**	**45.00%**	**35.00%**
US Large Cap	$72,719,547	21.72%	20.00%	17.00%
US Mid Cap	$5,570,903	1.66%	4.00%	3.00%
Global Equity	$1,728,554	0.52%	-	-
European Large Cap	$6,998,333	2.09%	-	-
EAFE Equity	$23,638,615	7.06%	13.00%	11.00%
Emerging Market Equity	$25,983,614	7.76%	8.00%	4.00%
Alternatives	**$133,884,341**	**39.99%**	**40.00%**	**50.00%**
Diversified Hedge Funds	$17,682,938	5.28%	5.00%	0.00%
Private Equity	$58,961,857	17.61%	15.00%	30.00%
US Direct Real Estate	$20,805,811	6.21%	13.00%	13.00%
US REITs	10,701,474	3.20%	2.00%	2.00%
Infrastructure & Commodities	25,732,261	7.69%	5.00%	5.00%
Fixed Income & Cash	**$64,280,803**	**19.20%**	**15.00%**	**15.00%**
US Aggregate Bonds	$31,089,287	9.29%	15.00%	15.00%
US Inflation Linked Bonds	$10,428,038	3.11%	-	-
Cash	$22,763,478	6.80%	-	-
Total	**$334,804,709**	**100.00%**	**100.00%**	**100.00%**

Portfolio Performance

	Current Allocation (%)	1M	3M	CYTD	1YR	3YR	5YR	10YR	SI
Total Portfolio (Net of Fees)	100.00%	-3.88%	-7.38%	-9.76%	-3.71%	9.08%	8.60%	8.40%	7.96%
Policy Index (Total Strategic Policy Index)		*-5.04%*	*-8.83%*	*-10.94%*	*-5.72%*	*7.87%*	*7.73%*	*7.55%*	*4.76%*
Marketable Securities Policy Index		*-6.56%*	*-11.46%*	*-14.70%*	*-11.30%*	*5.90%*	*5.98%*	*2.94%*	*1.42%*
70% S&P 500 (TR) / 30% Barclays US Aggregate		*-6.25%*	*-12.68%*	*-17.08%*	*-10.52%*	*7.14%*	*8.18%*	*9.53%*	*6.33%*
70% MSCI ACWI / 30% Barclays Global Aggregate		*-6.86%*	*-13.44%*	*-18.30%*	*-15.60%*	*3.38%*	*4.74%*	*6.17%*	*5.74%*
Equity	40.81%	-7.38%	-14.26%	-20.09%	-16.45%	6.64%	7.46%	8.66%	9.18%
MSCI AC World USD Net Index		*-8.43%*	*-15.66%*	*-20.18%*	*-15.75%*	*6.21%*	*7.00%*	*8.76%*	*6.66%*
Private Equity	17.61%	-0.04%	-0.04%	-0.48%	14.40%	26.24%	22.10%	15.78%	14.08%
Cambridge Associates Private Equity Index		*0.00%*	*0.00%*	*0.00%*	*11.53%*	*20.00%*	*18.20%*	*16.82%*	*14.93%*
Hedge Funds	5.28%	0.00%	1.61%	3.50%	4.59%	8.67%	7.50%	7.06%	6.89%
HFRI Fund Of Funds Diversified Index		*-1.40%*	*-4.08%*	*-6.73%*	*-5.65%*	*3.88%*	*3.59%*	*3.73%*	*3.41%*
Private Real Estate	6.21%	0.32%	0.67%	4.79%	20.64%	10.67%	10.70%	11.17%	1.99%
NCREIF Property Index		*0.00%*	*0.00%*	*5.33%*	*17.66%*	*9.06%*	*8.17%*	*9.83%*	*9.43%*
REITs	3.20%	-8.88%	-16.14%	-21.65%	-7.65%	6.49%	3.85%	-	2.80%
Dow Jones U.S. Select REIT Index		*-7.75%*	*-18.10%*	*-21.14%*	*-6.41%*	*2.54%*	*4.28%*	*-*	*4.29%*
Private Natural Resources	3.74%	0.00%	0.00%	8.64%	21.05%	5.27%	3.06%	3.21%	4.41%
Alerian MLP Index		*0.00%*	*0.65%*	*26.73%*	*29.22%*	*5.67%*	*3.03%*	*2.40%*	*8.60%*
Commodities	3.95%	-6.47%	-2.23%	20.85%	29.70%	11.59%	9.52%	-	2.25%
Bloomberg Commodity Index		*-10.42%*	*-5.29%*	*18.91%*	*24.76%*	*14.49%*	*8.48%*	*-*	*-1.74%*
Fixed Income	12.40%	-1.50%	-3.41%	-7.06%	-6.28%	-0.26%	1.00%	1.86%	4.16%
BB U.S. Aggregate Index		*-1.57%*	*-4.69%*	*-10.35%*	*-10.29%*	*-0.93%*	*0.88%*	*-*	*1.42%*
Cash & Equivalents	6.80%	0.03%	0.05%	0.06%	0.07%	0.11%	0.32%	0.17%	0.09%

* Market Values and Performance Data received from PCR as of 6/30/2022. Data for ODU portfolio policy index prior to 9/30/2020 provided by ODU to PCR.

**J.P. Morgan Strategic Policy Index 9/30/2020 – Present: S&P 500 (TR) 22.00%, Russell Midcap (TR) 5.00%, MSCI EAFE (TR) 15.00%, MSCI Emerging Markets (TR) 8.00%, HFRI Relative Value 6.00%, Cambridge Associates Private Equity 15.00%, NCREIF Property Index 9.00%, Dow Jones U.S. Select REIT (TR) 2.00%, Bloomberg Commodity Index (TR) 3.00%, Barclays U.S. Aggregate 15.00%. Historical benchmark provided by Mercer and detailed on the Benchmark Composition page. 1. Total portfolio allocation includes $94,268,462 of legacy illiquid alternative investments that are not custodied at J.P. Morgan.

Percentages may not add to 100% due to rounding. Alternative assets valuations may reflect price estimates on dates different from that indicated above. Market values may not agree with client statements due to late posted trades and income accruals. May include one or more self directed non-discretionary accounts and one or more discretionary investment management accounts. Total Portfolio represents assets both managed and excluded. Total Portfolio less Excluded Assets does not include assets that have been excluded by your J.P. Morgan representative. Excluded Assets are detailed on the Additional Information page. If shown, Portfolio (Net of Fees) reflects performance from the date as of which such information is available to us. Please reference the Inception Date. Unless otherwise indicated with the (Net of Fees) notation, all performance is shown gross of fees except that performance for mutual fund and hedge fund assets is net of fund level fees. See the Important Information page for detailed information. Returns greater than one year are annualized. It is not possible to invest directly in an index. Past performance is no guarantee of future results.

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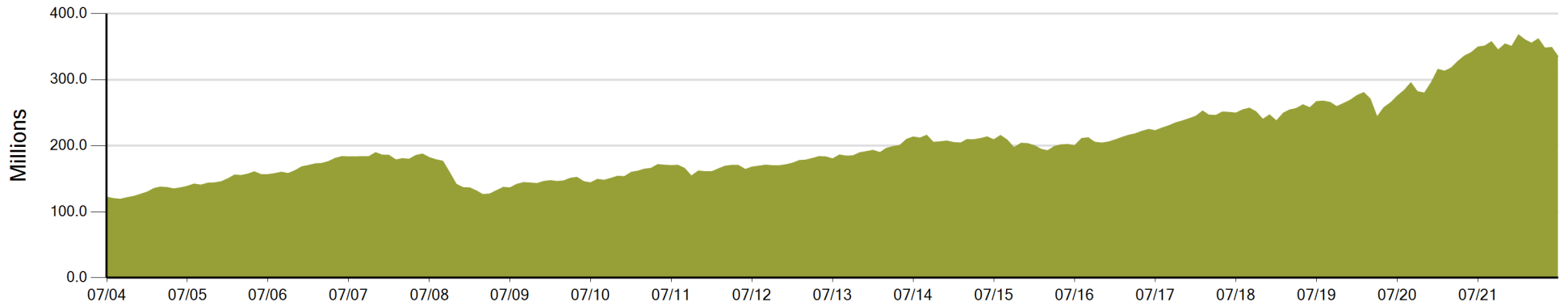
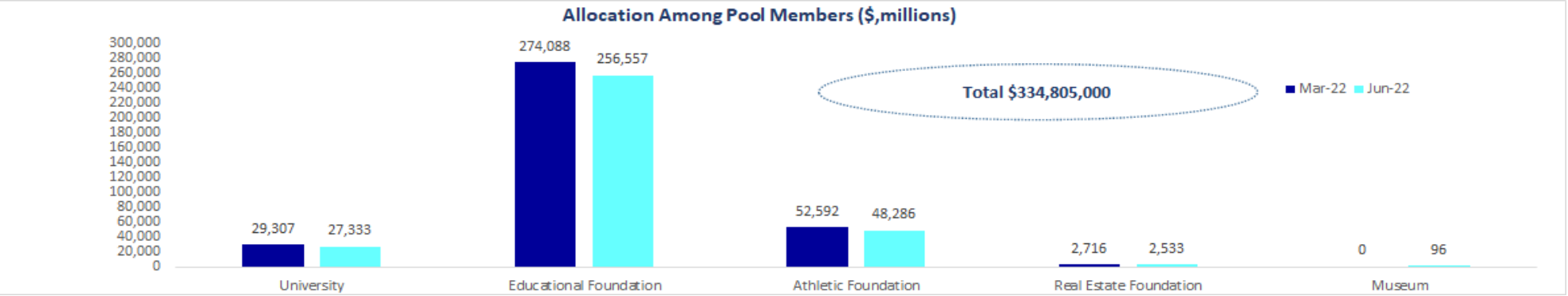
OLD DOMINION UNIVERSITY EDUCATIONAL FOUNDATION

06/30/2022

Market Value History - Since Inception





Source: PCR

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ODU Special Display Report

06/30/2022

Multi-Period Performance

	Market Value	04/01/2022 To 06/30/2022	Year To Date	Last 12 Months	Last 3 Years	Last 5 Years	Last 10 Years	Since Inception	Inception Date
Total Portfolio (Net of Fees)	$334,804,709	-7.38%	-9.76%	-3.71%	9.08%	8.60%	8.40%	7.96%	12/26/2001
Policy Index (Total Strategic Policy Index)		*-8.82%*	*-10.93%*	*-5.71%*	*7.87%*	*7.73%*	*7.55%*	*4.76%*	
Marketable Securities Policy Index		*-11.45%*	*-14.69%*	*-11.30%*	*5.90%*	*5.98%*	*2.95%*	*1.42%*	
Equities									
US Large-Cap									
US Large Cap	$72,727,339	-15.93%	-20.16%	-12.18%	9.83%	10.91%	-	11.99%	09/30/2012
Total US Large-Cap	$72,727,339	-15.93%	-20.16%	-12.18%	9.83%	10.91%	-	11.99%	09/30/2012
S&P 500 (TR)		*-16.10%*	*-19.96%*	*-10.62%*	*10.60%*	*11.31%*	-	*12.59%*	
US Mid-Cap									
US Mid Cap	$5,570,903	-16.94%	-22.22%	-15.99%	-	-	-	5.94%	09/01/2020
Total US Mid-Cap	$5,570,903	-16.94%	-22.22%	-15.99%	12.98%	-	-	14.97%	11/30/2018
Russell Midcap (TR)		*-16.85%*	*-21.57%*	*-17.30%*	*6.59%*	-	-	*8.32%*	
Global Equity									
Global Equity	$1,728,554	-	-	-	-	-	-	-32.89%	04/14/2022
Total Global Equity	$1,728,554	-32.89%	-32.89%	-32.89%	-	-	-	-30.85%	09/01/2020
MSCI World (TR)		*-16.05%*	*-20.29%*	*-13.94%*	-	-	-	*4.01%*	
EAFE Equity									
EAFE Equity	$30,629,156	-13.80%	-21.74%	-20.17%	2.31%	3.28%	6.39%	3.54%	03/01/2008
Total EAFE Equity	$30,629,156	-13.80%	-21.74%	-20.17%	2.31%	3.28%	6.39%	3.54%	03/01/2008
MSCI EAFE (TR)		*-14.29%*	*-19.25%*	*-17.33%*	*1.54%*	*2.69%*	*5.89%*	*2.54%*	

Source: PCR
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ODU Special Display Report

06/30/2022

Multi-Period Performance

	Market Value	04/01/2022 To 06/30/2022	Year To Date	Last 12 Months	Last 3 Years	Last 5 Years	Last 10 Years	Since Inception	Inception Date
Emerging Market Equity									
Emerging Market Equity	$25,983,614	-7.15%	-15.68%	-22.43%	6.37%	4.96%	3.54%	6.89%	10/31/2004
Total Emerging Market Equity	$25,983,614	-7.15%	-15.68%	-22.43%	6.37%	4.96%	3.54%	6.89%	10/31/2004
MSCI Emerging Markets (TR)		*-11.34%*	*-17.47%*	*-25.00%*	*0.92%*	*2.55%*	*3.43%*	*7.18%*	
Equities	$136,639,566	-14.26%	-20.09%	-16.45%	6.64%	7.46%	8.66%	9.18%	10/31/2004
Alternatives									
Alternatives									
Alternatives	$133,884,340	-1.45%	1.69%	14.20%	16.22%	13.19%	10.84%	8.48%	12/26/2001
Total Alternatives	$133,884,340	-1.45%	1.69%	14.20%	16.22%	13.19%	10.84%	8.48%	12/26/2001
HFRI Fund Of Funds Composite		*-4.08%*	*-6.73%*	*-5.65%*	*3.88%*	*3.59%*	*3.73%*	*3.50%*	
Alternatives	$133,884,340	-1.45%	1.69%	14.20%	16.22%	13.19%	10.84%	8.48%	12/26/2001
Fixed Income									
US Inflation Linked Bonds									
US Inflation Linked Bonds	$10,428,038	-3.98%	-6.05%	-2.45%	3.74%	-	-	4.45%	04/09/2019
Total US Inflation Linked Bonds	$10,428,038	-3.98%	-6.05%	-2.45%	3.74%	-	-	4.45%	04/09/2019
Bloomberg U.S. Treasury: Tips		*-6.08%*	*-8.92%*	*-5.14%*	*3.04%*	-	-	*3.85%*	
US Aggregate Bonds									
US Aggregate Bonds	$31,089,287	-3.24%	-7.30%	-7.23%	-0.93%	0.57%	-	1.38%	09/30/2012
Total US Aggregate Bonds	$31,089,287	-3.24%	-7.30%	-7.23%	-0.93%	0.57%	-	1.38%	09/30/2012
Bloomberg U.S. Aggregate		*-4.69%*	*-10.35%*	*-10.29%*	*-0.93%*	*0.88%*	-	*1.42%*	
Fixed Income	$41,517,325	-3.41%	-7.06%	-6.28%	-0.26%	1.00%	1.86%	4.16%	04/01/2006

Source: PCR

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ODU Special Display Report

06/30/2022

Multi-Period Performance

	Market Value	04/01/2022 To 06/30/2022	Year To Date	Last 12 Months	Last 3 Years	Last 5 Years	Last 10 Years	Since Inception	Inception Date
Cash and Equivalents									
Cash									
Endowment Cash	$22,763,478	0.05%	0.06%	0.07%	0.11%	0.32%	-	0.17%	09/25/2012
Total Cash	$22,763,478	0.05%	0.06%	0.07%	0.11%	0.32%	0.17%	0.09%	07/31/2003
Bloomberg U.S. Short Treasury		*0.12%*	*0.15%*	*0.17%*	*0.58%*	*1.06%*	*0.60%*	*0.88%*	
Cash and Equivalents	$22,763,478	0.05%	0.06%	0.07%	0.11%	0.32%	0.17%	0.09%	07/31/2003

Source: PCR

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PROGRESS REPORT ON CAPITAL OUTLAY PROJECTS
(As of September 15, 2022)

PROJECTS UNDER DESIGN AND CONSTRUCTION

RENOVATE WHITEHURST HALL

General Project Information: In 2015 the Department of Planning and Budget approved the proposed Renovation of Whitehurst Hall for detailed planning to establish project program and budget. In 2019 the Department of Planning and Budget(DPB) provided approval to complete the design for construction.

The proposed Renovation of Whitehurst Hall replaces antiquated roofing, windows, heating, ventilation, and air conditioning systems. This project also upgrades the existing Fire Alarm System and expands the Fire Suppression system to cover the entire building.

Project Design:	DJG	
Contractor:	D.E. Kirby	
***Funding Source*:**	9(C) Revenue Bonds	
Project Budget:	a) Construction:	$10,935,000
	b) A/E Fees:	$ 1,044,000
	c) Project Inspection:	$ 220,572
	d) FF&E:	$ 0
	e) Construction Contingency:	$ 4,123,413
	f) Other Costs:	$ 723,000
Total Project Budget (Planning Phase Only):		**$17,045,985**

Status: An Architectural/Engineering contract was awarded to DJG by ODU for the project in 2019. DE Kirby was awarded the construction contract and a building permit was issued by the Department of Engineering & Buildings in February of 2021. Construction was complete July of 2022.

CONSTRUCT HEALTH SCIENCES BUILDING

General Project Information: In 2017 the Commonwealth approved the proposed New Health Sciences Building for detailed planning (35% design) to establish project program and budget. In February of 2020 the Division of Engineering and Buildings (DEB) recommended the project to Legislation for full funding.

The proposed Health Sciences facility is a 126,000 GSF, multi-story building of standard 40 year construction, built on a pile supported slab. The building will be constructed on east side of Monarch way at 41st Street. The vision for the facility is to improve healthcare through Inter-professional collaboration. To that end, the project has a student centered "home base" with informal interactive learning areas and state of the art teaching/learning environments. The first floor will have the Dental Hygiene Clinic and the Monarch PT clinic as well as three large classrooms which will also serve as event space for the College of Health Sciences. Rehabilitation Services will also be included on the first floor and will include education and clinic support simulation room dealing with car, bus, grocery store, and driving environments. The upper two floors of the building will have the Dental Hygiene Simulation Class Lab, Occupational Therapy, and Athletic Training Class Labs in support of expanded graduate level programs. This includes the Medical Diagnostics and Translational Sciences (MDTS) research labs and associated support space such as cell culture, freezer, microscopy, and instrumentation rooms. Also included is a cadaver lab with a mobile anamotage table for teaching anatomy used by multiple programs as well as an Activities of Daily Living Apartment for occupational and physical therapy education and clinic. The Athletic Training Program will include a Fluoroscan / Radiology Room. The associated research space will include a gait and balance system which protects patients from falls while providing overhead track dynamic body-weight support as patients practice walking, balance tasks, sit-to-stand maneuvers, and stairs.

Project Design:	Cannon Design	
***Funding Source*:**	VCBA Pool Bonds	
Project Budget:	a) Construction:	$59,148,786
	b) A/E Fees:	$ 6,565,923
	c) Project Inspection:	$ 668,702
	d) FF&E:	$ 5,462,000
	e) Construction Contingency:	$ 1,161,000
	f) Other Costs:	$ 3,056,375
Total Project Budget (Planning Phase Only):		**$76,062,786**

Status: The University awarded an Architectural/Engineering contract to Cannon Design for the project in February 2019. Hourigan Construction Corporation was selected for Pre-Construction Management services during the schematic design phase and assisted with value management of the design and construction cost estimating. The final design was submitted to DEB in March of 2021 and a groundbreaking ceremony was held on March 26, 2021. The construction phase contract was awarded to Hourigan in September of 2021. Erection of structural Steel has been completed. Construction is scheduled to be completed by fall of 2023.

CONSTRUCT A STUDENT HEALTH AND WELLNESS ADDITION TO THE STUDENT RECREATION CENTER

General Project Information: This is an $12,139,649, 17,500 GSF, Student Health and Wellness Addition to the north side of Student Recreation Center (SRC) on the main campus. The project will relocate the existing Student Health Center and health counseling services from Webb University Center to the new facility. Health Promotions will be located at the main entrance to the SRC with a second-floor addition within the existing 2-story lobby. The new facility will integrate with the existing building through multiple points of connection and a shared light well.

Project Design: VMDO Architects

***Funding Source*:** 9D Bonds and Institutional Funds

Project Budget:

a) Construction:	$9,153,649
b) Architect/Engineer Fee:	$1,185,000
c) Project Inspection:	$ 200,000
d) Equipment	$ 500,000
e) Construction Contingency:	$ 300,000
f) Other:	$ 801,000

Total Project Budget: **$12,139,649**

Status: The University awarded an Architectural/Engineering contract to VMDO in August of 2019. Preliminary Design and a Value Engineering Study was completed during the fall of 2020. Final design documents were completed by 2022. A construction contract was awarded to McKenzie Construction Corporation in March of 2022. Production piles have been completed. Structural steel erection to begin fall 2022. Anticipate completion of construction summer 2023.

CAPITAL UMBRELLA PROJECT TO ADDRESS MAINTENANCE NEEDS FOR KAUFMAN HALL AND MILLS GODWIN BUILDING

General Project Information: This $9,000,000 project will be used to make major improvements to two aging buildings. Kaufman Hall(107,000 GSF) and the Mills Godwin Jr. Life Sciences Building(85,000 GSF).

Project Design:

***Funding Source*:** VCBA Pool Bonds

Project Budget:

a)	Construction:	$7,750,000
b)	Architect/Engineer Fee:	$ 794,000
c)	Project Inspection:	$ 124,500
d)	Equipment	$ 0
e)	Construction Contingency:	$ 77,500
f)	Other:	$ 254,000

Total Project Budget: **$9,000,000**

Status: Design of the initial projects to replace the elevators, make the restrooms ADA compliant in Kaufman Hall, and renovate restrooms at MGB is complete and the Department of General Services has authorized $2,941,000 for this portion of the umbrella project. Construction has begun on the Kaufman Hall bathrooms (DE Kirby) project ($1,435,200), and replacement of elevators (Allcon) at both Kaufman and MGB ($1,294,146). There is approximately $6,000,000 of this appropriation remaining for future projects.

CONSTRUCT NEW BIOLOGY BUILDING

General Project Information: $5,135,736 in funds to start design of this new $128,393,396, 162,851 GSF, building were included in the 2020 Virginia State Budget. The building will support education in the fields of Biomedicine, Environmental, Ecology, Biomolecular, and Botanical Sciences.

Project Design: VMDO/Ballinger

***Funding Source*:** VCBA Pool Bonds

Project Budget:

a)	Construction:	$ 99,501,961
b)	Architect/Engineer Fee:	$ 12,425,417
c)	Project Inspection:	$ 671,074
d)	Equipment:	$ 5,970,118
e)	Construction Contingency:	$ 3,980,078
f)	Project Management & other:	$ 5,844,748

Total Project Budget: **$ 128,393,396**

Status: ODU Procurement Services awarded the design contract to VMDO, with Ballinger as their science consultant, July 2021. Preliminary Design to be completed September 2022 for DEB submission to the Six-Year Capital Outlay Plan Advisory Committee (6-PAC) for full funding approval. If approved by 6-PAC for full funding of design and construction, design should be finished in 2023 and anticipate construction completion in 2026. Clancy & Theys and Skanska were awarded a joint venture contract for pre-construction services in February of 2022.

CAMPUS WIDE STORMWATER IMPROVEMENTS

General Project Information: This $5,241,702 project will be used to make improvements to aging campus stormwater management infrastructure and to help ensure the University meets the environmental requirements related to pollutants of concern that are carried by stormwater runoff into the Chesapeake Bay, as set forth by the U.S. Environmental Protection Agency through the Clean Water Act.

Project Design: TBD

***Funding Source*:** VCBA Pool Bonds

Project Budget:

a)	Acquisition Cost:	$ 275,000
b)	Construction:	$3,872,814
c)	Architect/Engineer Fee:	$ 555,570
d)	Project Inspection:	$ 15,000
e)	Equipment	$ 0
f)	Construction Contingency:	$ 250,000
g)	Other:	$ 273,318

Total Project Budget: **$5,241,702**

Status: Civil Engineering scope of work under review by ODU's Office of Environmental Health and Safety. DEB approved the CO-2, allowing funds to be used for planning the various projects. We are contracting with VHB through an existing A/E term contract and anticipate having projects identified and scoped by spring 2022. VHB was awarded a contract in March of 2022 to update the campus stormwater master plan. Anticipate completion of that scope of work by Fall of 2022.

CONSTRUCT CAMPUS DINING IMPROVEMENTS, PHASE II

General Project Information: This $5,000,000 project will be used to make major improvements to campus dining facilities.

Project Design:

***Funding Source*:** Bond Proceeds

Project Budget:

a)	Construction:	$ TBD
b)	Architect/Engineer Fee:	$ TBD
c)	Project Inspection:	$ TBD
d)	Equipment	$ TBD
e)	Construction Contingency:	$ TBD
f)	Other:	$ TBD

Total Project Budget: **$5,000,000**

Status: Scope of work for campus dining improvements under review by ODU Auxiliary Services. Given the budget impacts due to COVID-19, no financial obligations will be made at this time.

RENOVATION OF LR HILL FOOTBALL LOCKER ROOM

General Project Information: This $3,500,000 Project will renovate the approximately 5,400SF LR Hill Football locker room. The new space is anticipated to accommodate 116 to 120 new lockers, shower area, and restroom facilities.

Project Design: Baskervill

***Funding Source*:** Institutional Auxiliary Funds and Private Donations

Project Budget:

a)	Construction:	$ 2,600,000
b)	Architect/Engineer Fee:	$ 333,391
c)	Project Inspection:	$ 49,109
d)	Equipment	$ 150,000
e)	Construction Contingency:	$ 52,000
f)	Other:	$ 315,500

Total Project Budget: **$3,500,000**

Status: Baskervill selected as the project design firm in May of 2021. Construction contract awarded to Allcon in March of 2022. Construction is substantially complete and ready for occupancy.

RELOCATION OF ODU POLICE TO HAMPTON BLVD

General Project Information: This $4,500,000 Project will relocate the Police Emergency Communications Center, Uniformed Patrol Operations, Property and Evidence, and Armory to a prominent location on the west side of Hampton Boulevard.

Project Design: Preplanning Study by Moseley Architects

***Funding Source*:** Institutional Funds

Project Budget:

a)	Construction:	$ 3,600,000
b)	Architect/Engineer Fee:	$ 400,000
c)	Project Inspection:	$ TBD
d)	Equipment	$ TBD
e)	Construction Contingency:	$ TBD
f)	Other:	$ TBD

Total Project Budget: **$4,500,000**

Status: Moseley Architects was awarded a contract for design and construction administration services. Started design August 2022. Anticipate construction completion early 2024.

RENOVATION/ADDITION TO ODU BASEBALL STADIUM

General Project Information: This $20,726,126 project will renovate the aging ODU Baseball Stadium to provide ODU athletics with a venue capable of hosting NCAA D-1 Regional and Super Regional baseball tournament games.

Project Design: Preplanning Study by Moseley Architects and Populous

***Funding Source*:** Institutional and donor funds

Project Budget:

a)	Construction:	$ 15,943,174
b)	Architect/Engineer Fee:	$ 2,277,500
c)	Project Inspection:	$ 300,000
d)	Equipment	$ 250,000
e)	Construction Contingency:	$ 400,000
f)	Other:	$ 1,555,452

Total Project Budget: **$20,726,126**

Status: ODU Procurement Services issued A/E services requests for design and construction administration.