Operating Budget & Plan 2019-2020

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2019 – 2020 OPERATING BUDGET & PLAN

This budget document details the relevant components that comprise the University's 2019-2020 Operating Budget and Plan and organizes the information in a format that provides a concise explanation of the budget planning process.

Chapter 1 provides an overview of the strategic planning initiatives and summarizes the policy and program direction for the development of the 2019-2020 Operating Budget and Plan.

Chapter 2 provides an overview of the University, including an institutional profile, peer group benchmark comparisons, and highlighted initiatives and accomplishments.

Chapter 3 provides an All Funds Summary of the 2019-2020 Operating Budget and Plan and highlights from the plan.

Chapter 4 provides and overview of the Educational and General Program portion of the budget and plan.

Chapter 5 provides and overview of the Auxiliary Services Program portion of the budget and plan.

Chapter 6 provides an overview of Capital Outlay Program including new projects as well as, updates on projects in progress.

Chapter 7 provides an overview of the approved Tuition and Fees and comparison's with peer institutions in Virginia.

The Appendix that follows provides four tables that highlight revenues and resource allocations from an All Funds, Educational and General and Auxiliary Services perspective.

CHAPTER 1
UNIVERSITY STRATEGIC PLAN

OUR MISSION

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 of Virginia, the nation, and the world through rigorous academic programs, strategic partnerships, and active civic engagement.

OUR VISION

Old Dominion University will 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, real world problems.

WHO WE ARE

Old Dominion University is a comprehensive, multicultural, and student-centered university whose central purpose is to provide our students with the best education possible. We seek to provide access for a more diverse array of student populations, elevate our standing among the nation's public research institutions, make innovative use of modern learning technologies, and insist on an arts-and-sciences-based general education for all undergraduates. We explore ways to address critical needs in the professions, increase our service to the Commonwealth of Virginia, find practical solutions for modern needs, and be a resource for the citizens of the Hampton Roads region and beyond. We have developed the Innovation Research Park to facilitate synergistic partnerships with regional, national, and international businesses and agencies. We enrich the university campus and local communities through arts, athletics, and cultural events, and we celebrate the diverse and profoundly multicultural community that is Old Dominion University. At the same time, we work to evaluate and constantly improve the ways we help students, faculty, staff, and the many constituents we serve through rigorous self-examination, assessment, and efficient use of resources and we acknowledge that development, alumni relations, and marketing are imperative to achieving private funding and public support for all of our Strategic Plan initiatives.

STRATEGIC PLAN

Through the University-wide strategic planning process, the University developed mission and vision statements, goals, objectives, and action items for the 2014-2019 Strategic Plan. Subsequently, the Board of Visitor's approved the University's Strategic Plan at the December 2014 meeting. The 2019-2020 Operating Budget and Plan is based on the major goals and objectives as outlined in the University's 2014-2019 Strategic Plan:

Goal 1: Enhance the University's Academic and Research Excellence

Objective 1: Increase Old Dominion University's national and international reputation for research excellence.
Objective 2: Identify and reward academic program excellence.
Objective 3: Innovate in academic programming and instruction.
Objective 4: Expand online degree programs in areas of market demand.
Objective 5: Raise the visibility of graduate education.
Objective 6: Expand Support for undergraduate research.
Objective 7: Recruit and retain a diverse, creative faculty.

Goal 2: Support Student Success

Objective 1: Create and execute a comprehensive Strategic Enrollment Plan.
Objective 2: Increase student retention rates to 83 percent and graduation rates to 60 percent.
Objective 3: Maximize student engagement and satisfaction.
Objective 4: Implement the campus master plan to support student success.
Objective 5: Maximize employment placement for degree completers.

Goal 3: Enrich the Quality of University Life

Objective 1: Evaluate the quality of university life.
Objective 2: Develop a comprehensive talent management initiative.
Objective 3: Create a culture of campus pride.
Objective 4: Promote the University's inclusive community and encourage an ethos of cultural competence.
Objective 5: Use technology to better connect all constituents of ODU.
Objective 6: Promote the safety and well-being of the University community.

Goal 4: Engage with the Greater Community

Objective 1: Ensure community engagement is a distinctive feature of an Old Dominion University education.
Objective 2: Expand and strengthen engagement with international communities and internationally focused agencies.
Objective 3: Become the focal point for the community education on issues of regional importance.
Objective 4: Enhance collaboration with the region's military community.
Objective 5: Increase engagement with the local arts community.

Objective 6: Fully establish the College of Continuing Education and Professional Development.

Goal 5: Promote an Entrepreneurial Culture

Objective 1: Implement an entrepreneurial curriculum and co-curriculum for students.
Objective 2: Foster an entrepreneurial ecosystem for faculty.
Objective 3: Establish a Center for Enterprise Innovation for the Hampton Roads region.
Objective 4: Foster a culture of idea commercialization among faculty and students.

PROGRAM, POLICY DIRECTION, BUDGET DRIVERS FOR FY2019-2020

Old Dominion University's long-term financial strategy takes into account the inconsistency in future state funding and more dependency on institutionally generated funding, such as tuition and fees, self-generated auxiliary revenues, private gifts and donations, externally funded grants and a reallocation of existing resources.

The financial strategy remains consistent with the criteria set forth in the University Strategic Plan and the Virginia higher education institutional performance standards as evidenced by the focus upon enrollment and recruitment of undergraduate and transfer students, student success and retention, affordability and access for students from under-represented populations, and emphasis on the STEM-H disciplines.

At the request of the President, the University developed a Five-Year Financial Planning Model to incorporate institutional priorities from the University's Strategic Plan. The model established five-year targets and unit cost measures, selected input variables through collaborations with the Vice Presidents, determined resources needed to achieve institutional strategic goals over the five year period, considered state funding, external support and reallocation of existing resources and determined the tuition and fee increases necessary to generate sufficient revenue to accomplish institutional priorities.

This process began with the presentation of the Five-Year Planning Model at the Board of Visitor's Retreat in January 2015 with a commitment to the University's mission and investing in its future in accordance with the following strategic financial principles:

- Maintain affordable tuition and fee pricing.
- Address mandated unavoidable cost increases, such as increases in health insurance costs, faculty tenure and promotion increases, and contractual services cost escalations, and the operation and maintenance of new facilities.
- Maximize strategic reallocation of existing resources and create one-time funds by use of position vacancy (attrition) dollars and funds associated with the recruitment of new faculty and staff positions to address faculty and staff retention and support initiatives that further institutional priorities.
- Increase institutional supported merit and need based financial aid to attract new and retain current student enrollments.

Entering the fifth year of the five-year planning model, the 2019-2020 Operating Budget and Plan was developed in conjunction with revisiting and validating the assumptions, cost drivers, and strategic focus of the five-year plan. The resulting 2019-2020 Operating Budget and Plan and the associated 2019-2020 Tuition and Fee Recommendations invest in the future of Old Dominion University and reflect the collective input of the University's leadership team. The new investments were grouped into the following categories:

1. Academic Enterprise (Instruction, Research, Public Service and Academic Support): Allocating resources to hire and retain well qualified faculty to increase college degree attainment in the Commonwealth, especially in high-demand disciplines and high-income fields such as science, technology, engineering, mathematics and health care as well as improve the full-time student/faculty ratio.

   In addition, the University will continue to invest in research and instruction in science, technology, engineering mathematics, health science and related fields, such as Bioelectrics, which require qualified faculty, appropriate research facilities and equipment, and public-private and inter-government collaboration.

2. Student Recruitment and Retention: The University endeavors to provide access to qualified undergraduate and graduate students at an affordable cost. These budgeted initiatives include program funds for the enrollment management functions in admissions and student financial assistance as well as in targeted student success programs.

3. Campus Infrastructure & Core Support Services: The University will promote innovative instructional models toward degree attainment through optimal use of physical facilities and instructional resources, technology-enhanced instruction, and increased online learning opportunities for both traditional and nontraditional students. These ongoing costs include base and one-time costs related to instructional technology, and operation and maintenance of plant.

4. Campus Life and Student Retention: The University is committed to student success and retention. With a culturally diverse student population, it is expected that student engagement initiatives will provide an improved support structure to assist and retain students throughout their academic career at Old Dominion University.

CHAPTER 2
UNIVERSITY OVERVIEW

Old Dominion University, located in the coastal city of Norfolk, is Virginia's entrepreneurial-minded doctoral research university with more than 24,000 students, rigorous academics, an energetic residential community, and initiatives that contribute $2.6 billion annually to Virginia's economy.

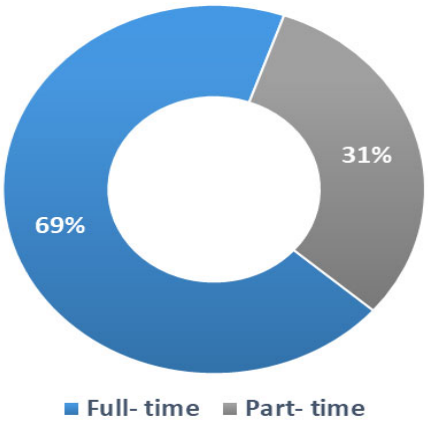
Monarchs can choose from over 120 undergraduate programs, over 130 graduate programs at the master's, education specialist and doctoral levels and a wealth of certificate and professional development programs. Students learn from experts in their chosen field, as our award-winning faculty bring their real-world expertise to classrooms that foster innovation and collaboration.

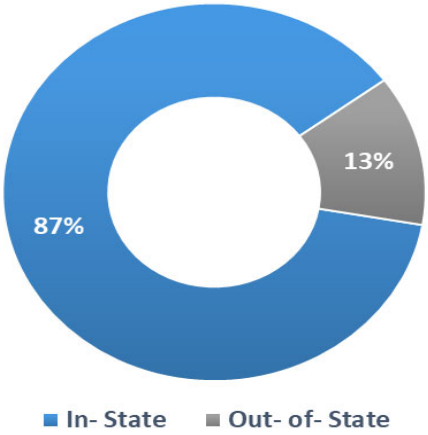
INSTITUTIONAL PROFILE

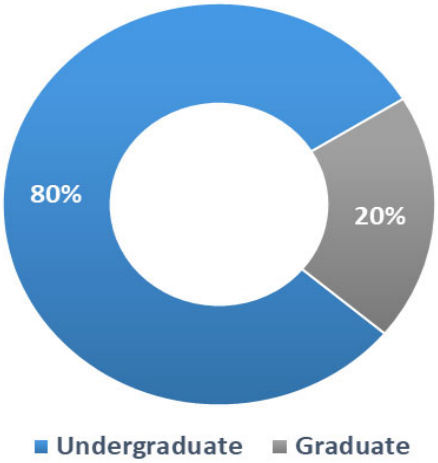
Old Dominion University is a dynamic institution that fosters an environment which attracts a diverse population. We are fueled by and committed to embracing our diverse culture.

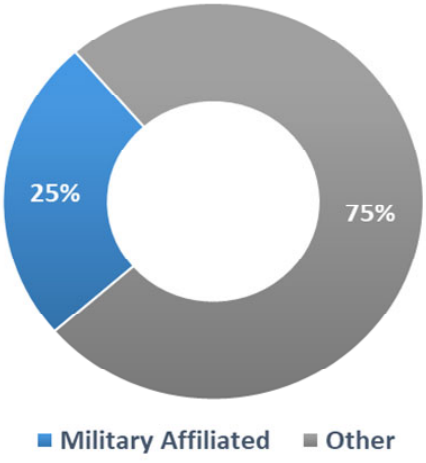
BACHELOR DEGREES	MASTER DEGREES	DOCTORAL DEGREES
91	41	22
ALUMNI	**ACADEMIC PROGRAMS**	**ON- CAMPUS PROGRAMS**
150,000+	274	150+
STUDENT FACULTY RATIO	**GRADUATES EMPLOYED OR IN GRADUATE SCHOOL SIX MONTHS POST GRADUATION**	**INTERCOLLEGIATE TEAMS**
17-1	94%	18
STUDENT ORGANIZATIONS	**CAMPUS BUILDINGS**	**CAMPUS ACRES**
300+	148	335

Institutional Diversity: Enrolled Student Headcount – Fall 2018

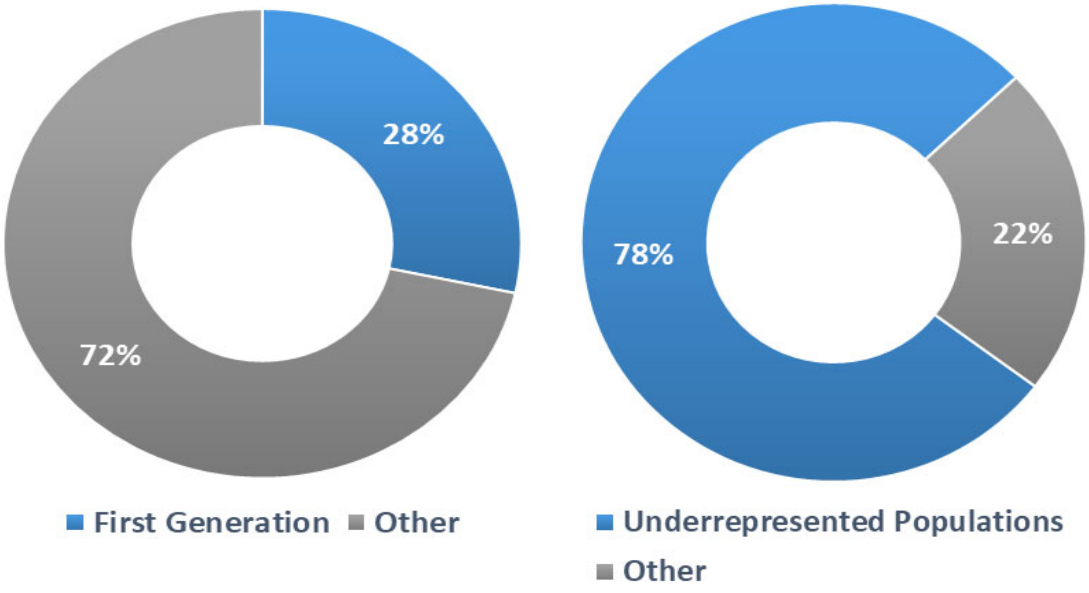




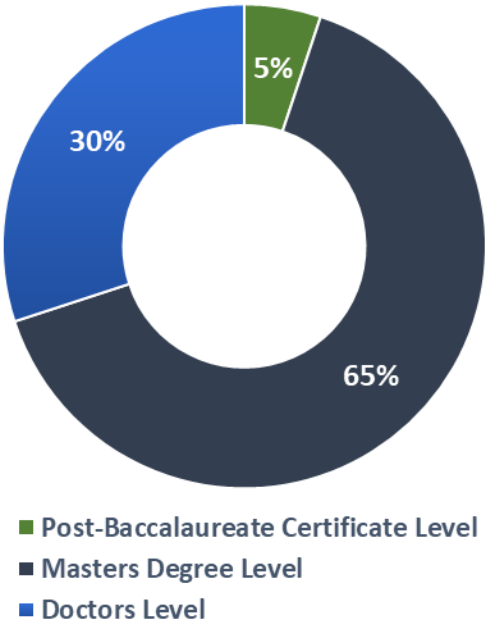


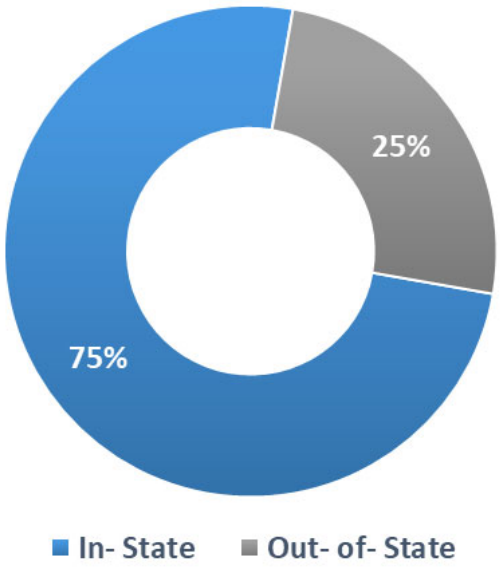


Institutional Diversity: Undergraduate Enrollment Headcount – Fall 2018



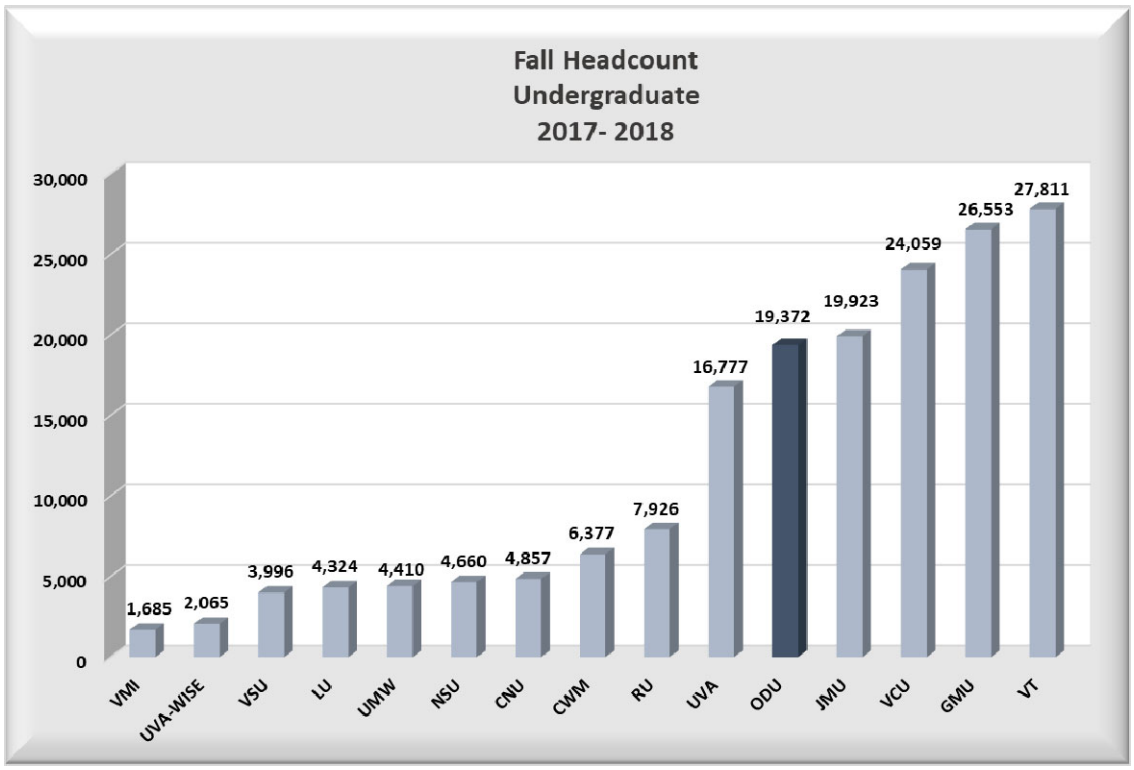
Graduate Enrollment Headcount – Fall 2018

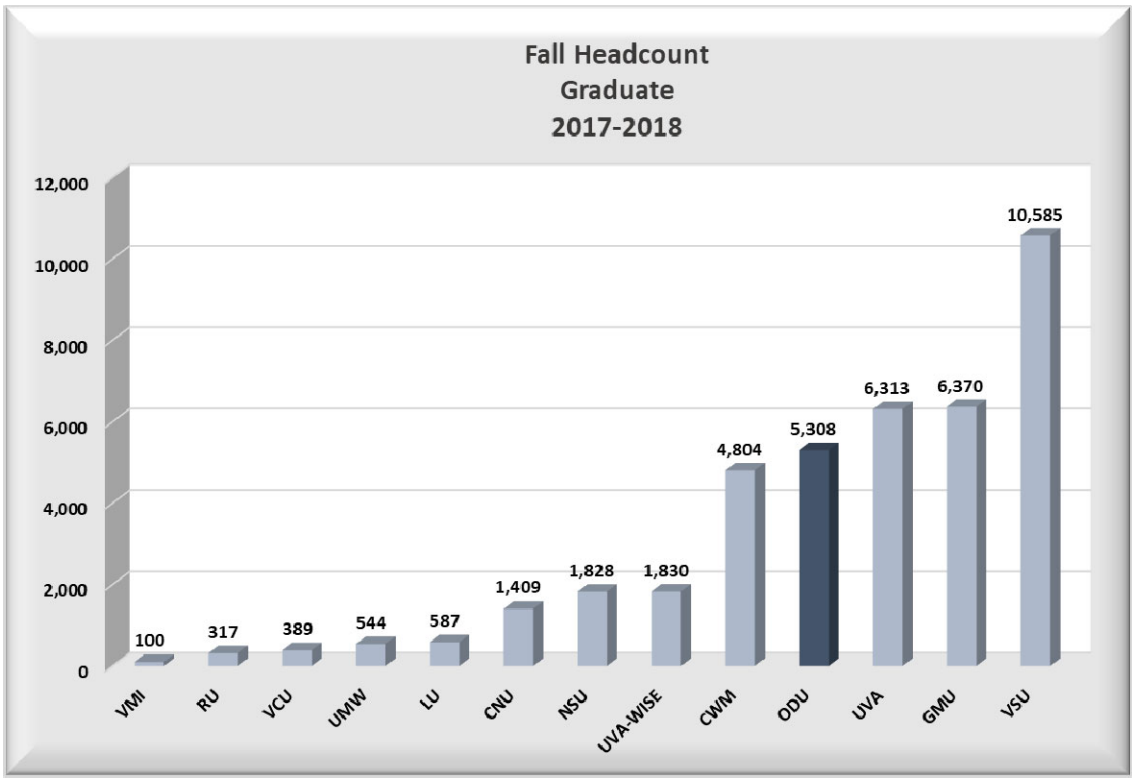




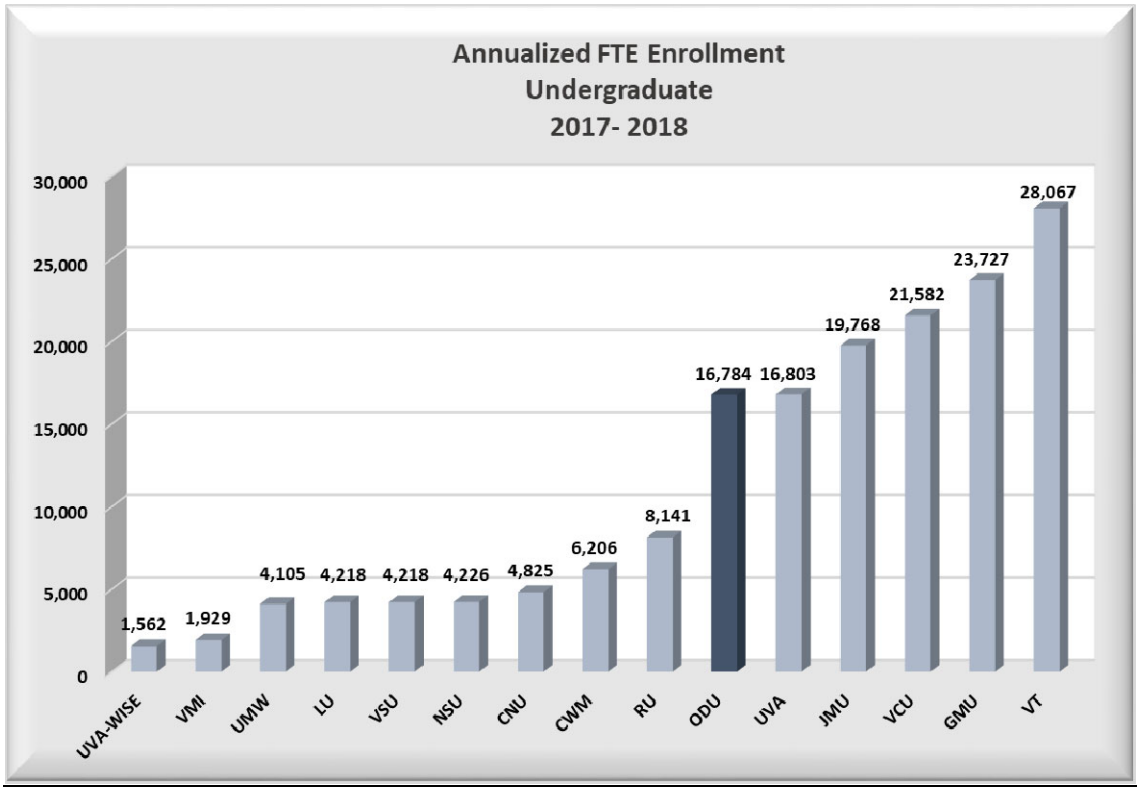
PEER GROUP BENCHMARKS

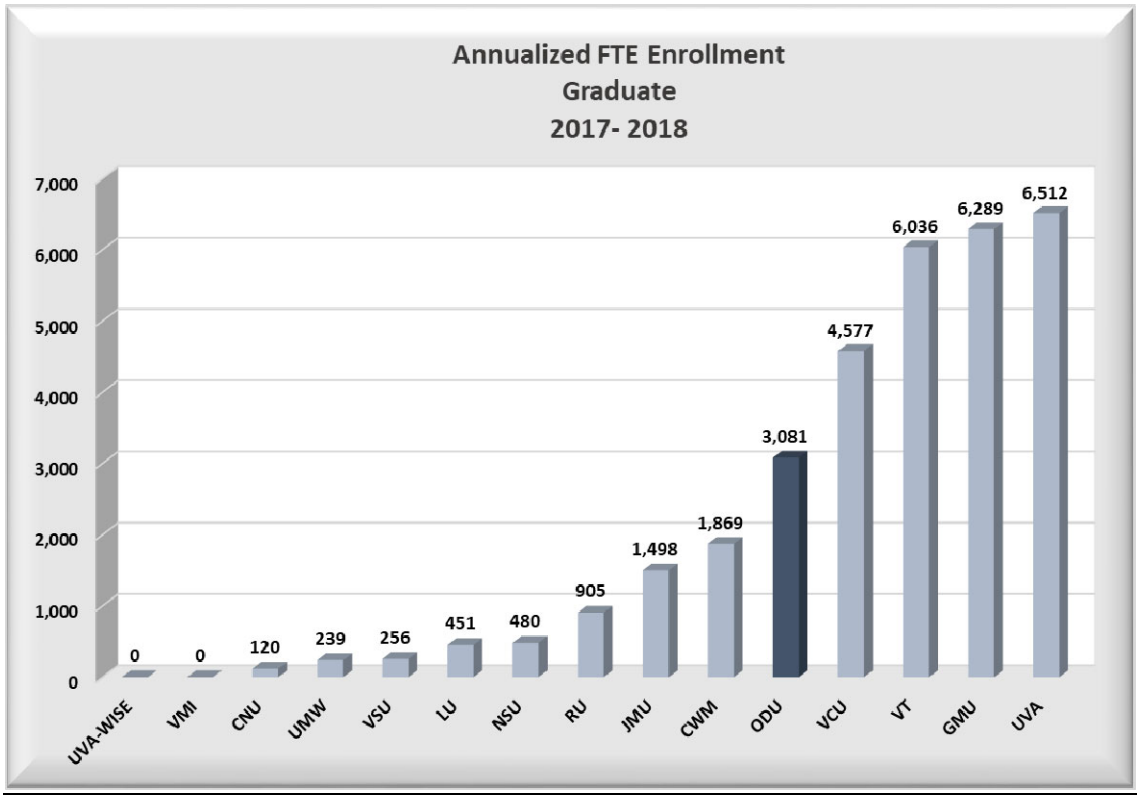
Institutional Size: Student Enrollment (Headcount)



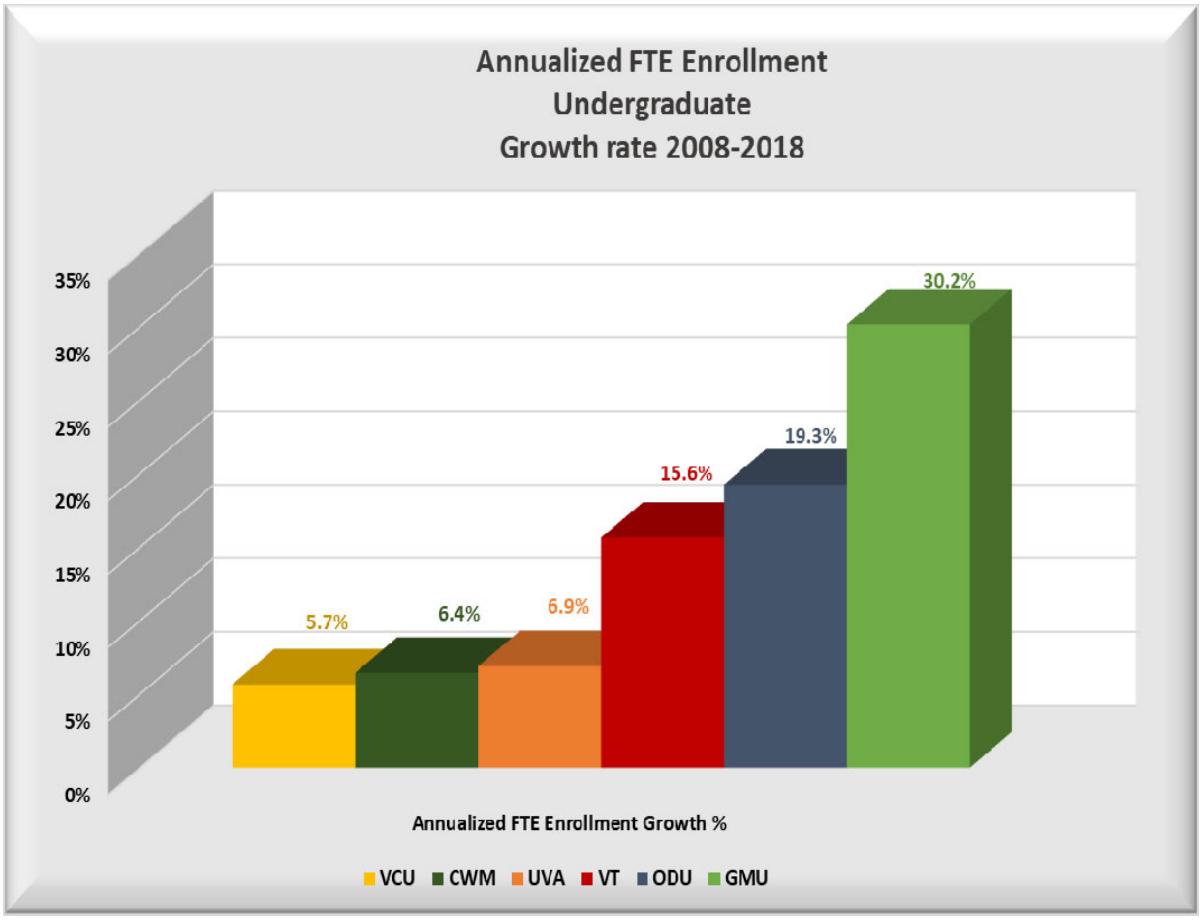


Institutional Size: Student Enrollment (Annualized FTE)





Old Dominion University's annualized FTE enrollment has grown 19.3% since 2008, second highest among Virginia Public Doctoral and Research Institutions.



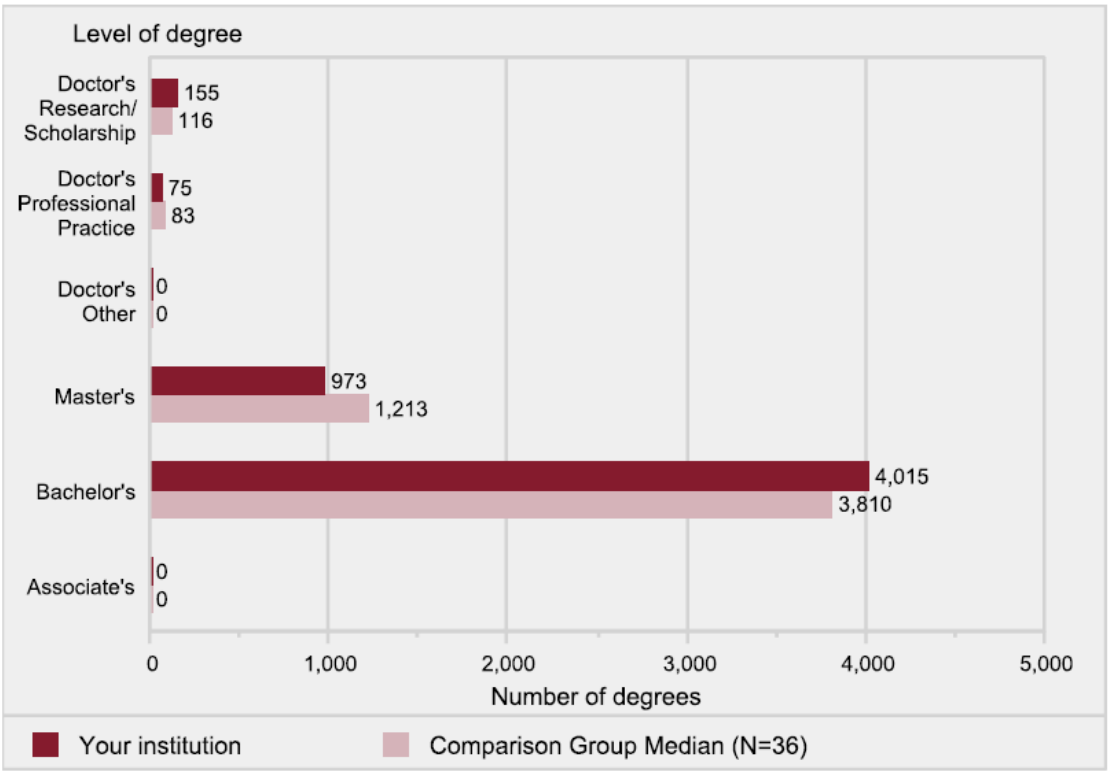
Integrated Postsecondary Education Data System Update

The following select charts from the National Center for Education Statistics are based on the latest peer group comparison data available (Fall 2017).

These particular charts demonstrate four themes about ODU relative to peer institutions.

- First, the University awarded more Bachelor & Doctorate degrees than its peer group.
- Second, the percentage of our students awarded financial assistance is significantly higher than our peer group.
- Third, the University retained 80 percent of full-time first- time bachelor's degree seeking students, ranking higher than our peer group.
- Fourth, the University's core expenditures per FTE enrollment are more concentrated on instruction and the academic enterprise than our peer group.
- Finally, the University's overall number of full-time equivalent staff is 12% less than our peer group--an indicator of institutional efficiency.

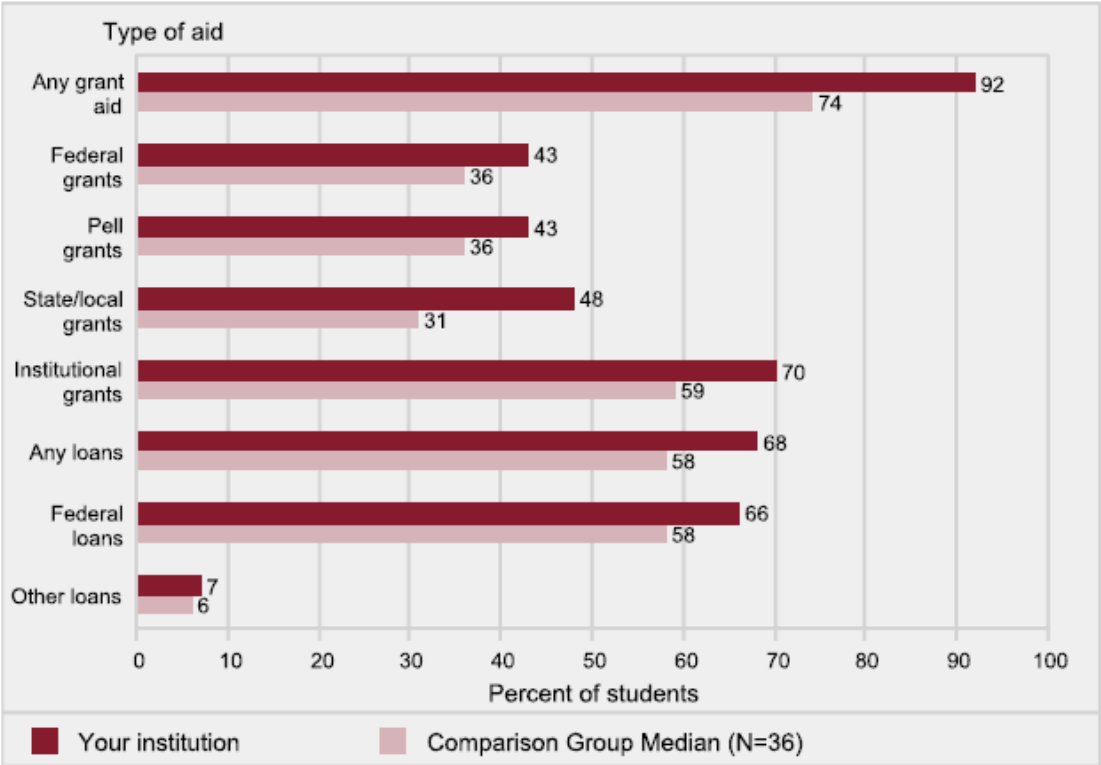
Figure 5. Number of degrees awarded, by level: 2016-17



NOTE: For additional information about postbaccalaureate degree levels, see the Methodology Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Fall 2017, Completions component.

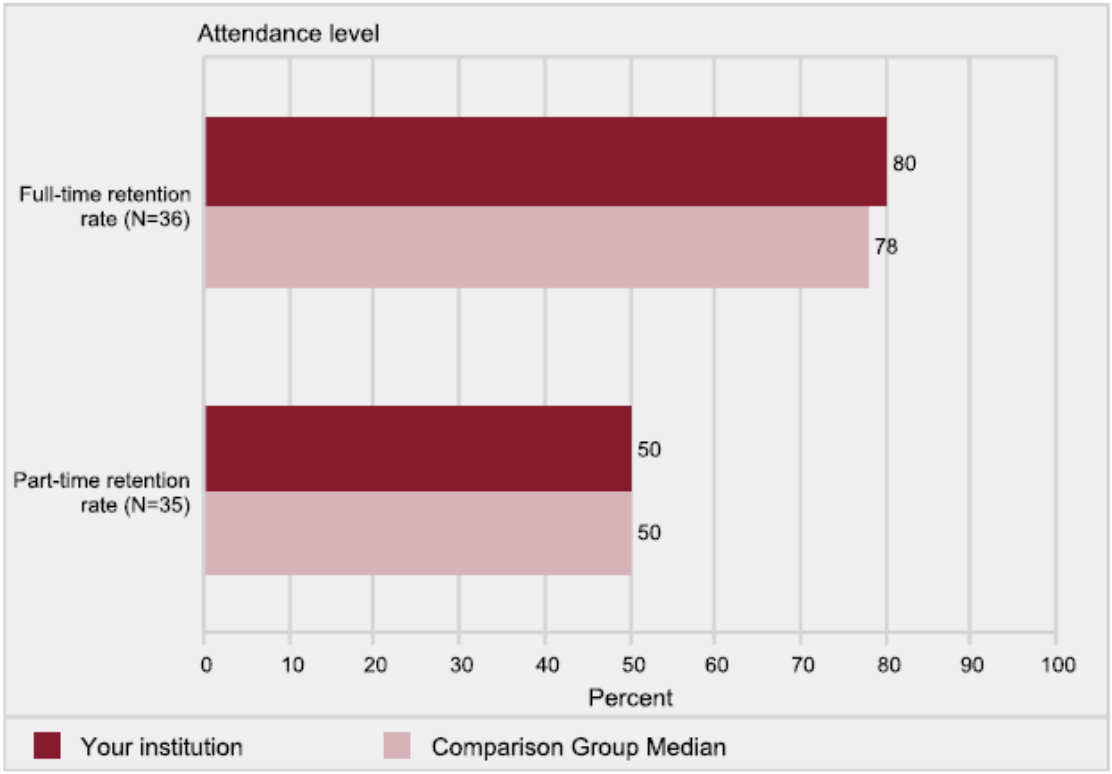
Figure 8. Percent of full-time, first-time degree/certificate-seeking undergraduate students who were awarded grant or scholarship aid from the federal government, state/local government, or the institution, or loans, by type of aid: 2016-17



NOTE: Any grant aid above includes grant or scholarship aid awarded from the federal government, state/local government, or the institution. Federal grants includes Pell grants and other federal grants. Any loans includes federal loans and other loans awarded to students. For details on how students are counted for financial aid reporting, see Cohort Determination in the Methodological Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Winter 2017-18, Student Financial Aid component.

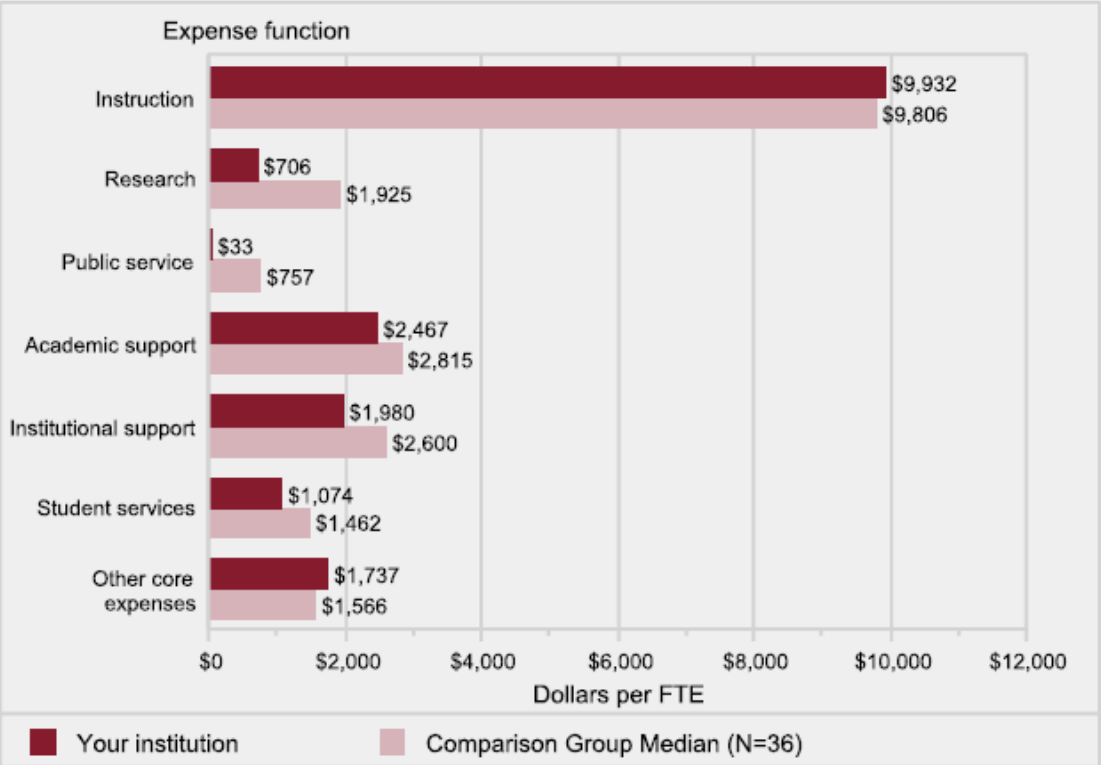
Figure 12. Retention rates of first-time bachelor's degree seeking students, by attendance level: Fall 2016 cohort



NOTE: Retention rates are measured from the fall of first enrollment to the following fall. Academic reporting institutions report retention data as of the institution's official fall reporting date or as of October 15, 2016. Program reporters determine the cohort with enrollment any time between August 1-October 31, 2016 and retention based on August 1, 2017. Four-year institutions report retention rates for students seeking a bachelor's degree. For more details, see the Methodological Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Spring 2018, Fall Enrollment component.

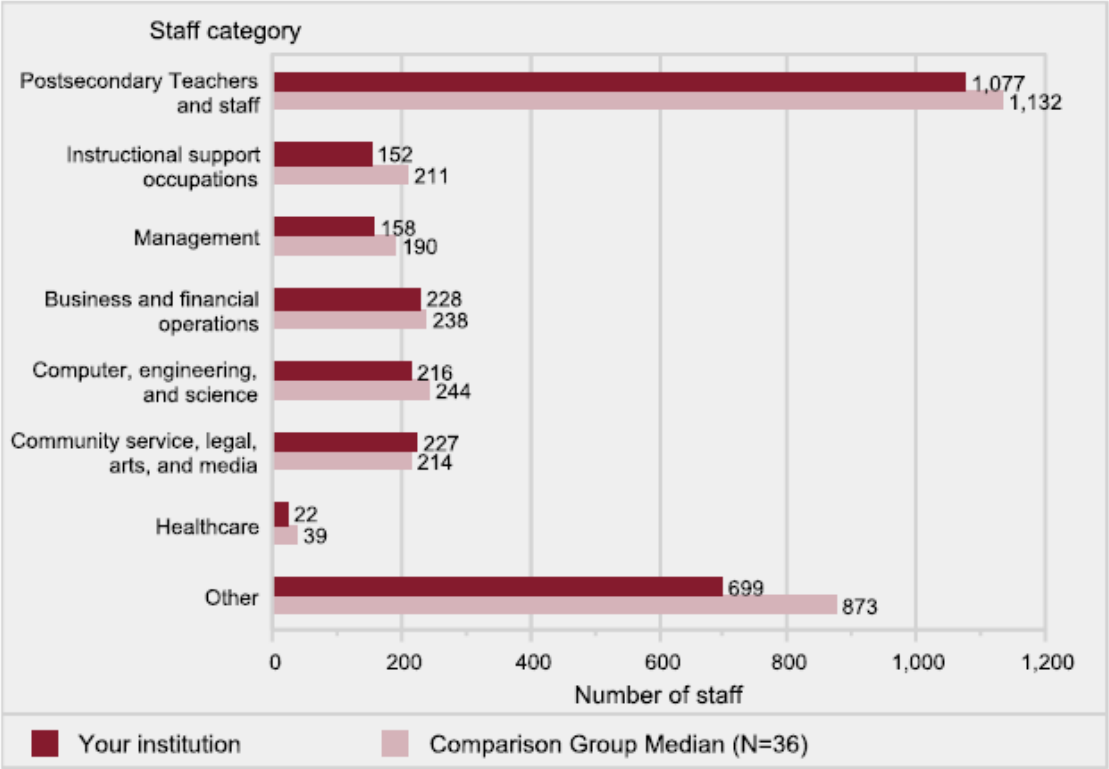
Figure 22. Core expenses per FTE enrollment, by function: Fiscal year 2017



NOTE: Expenses per full-time equivalent (FTE) enrollment, particularly instruction, may be inflated because finance data includes all core expenses while FTE reflects credit activity only. For details on calculating FTE enrollment and a detailed definition of core expenses, see the Methodological Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Fall 2017, 12-month Enrollment component and Spring 2018, Finance component.

Figure 23. Full-time equivalent staff, by occupational category: Fall 2017

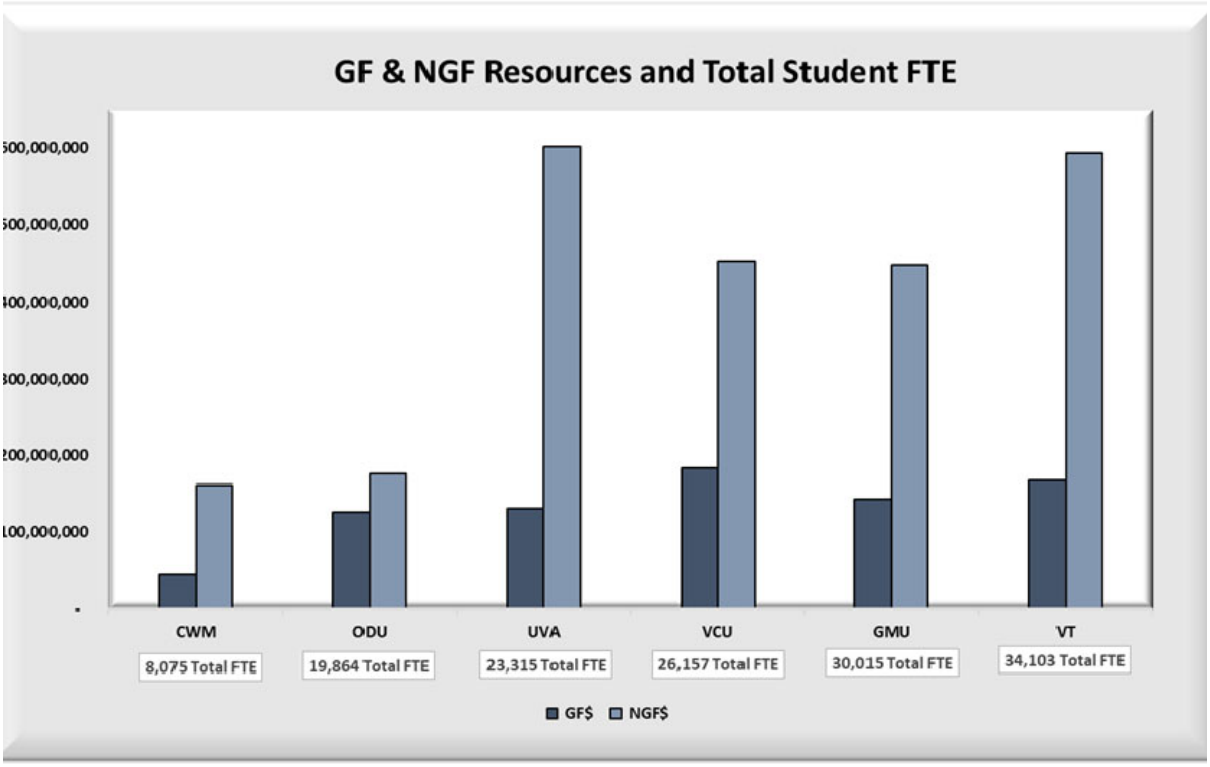


NOTE: Graduate assistants are not included. For calculation details, see the Methodological Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Spring 2018, Human Resources component.

Core Funding per FTE Student

The University regularly monitors its cost structure as the University's executive leadership remains committed to providing an accessible and affordable, quality education. With core funding for Educational and General operations coming predominantly from student tuition and fees (NGF) and Commonwealth General Fund allocations (GF), the university must constantly balance pricing with student affordability and institutional requirements. The following tables illustrate that Old Dominion University has fewer resources to support core E&G expenditures than the other public doctoral and research institutions in Virginia. Nonetheless, the University demonstrates prudent fiscal management by achieving its mission while remaining affordable and accessible.



Focusing specifically on In-State Students

Institution	General Fund per In- State FTE	In-State Tuition & Mandatory E&G Fees	Total
CWM	$ 9,144	$ 17,570	$ 26,714
UVA	$ 9,518	$ 14,148	$ 23,666
VCU	$ 8,175	$ 12,247	$ 20,422
VT	$ 7,569	$ 11,595	$ 19,164
GMU	$ 5,997	$ 9,060	$ 15,057
ODU	$ 7,197	$ 7,047	$ 14,244

HIGHLIGHTED INITIATIVES AND ACHIEVEMENTS

Old Dominion University's commitment to serving its students and community has enabled the University to rank among the best Universities for students, faculty and staff nationwide. Whether it's through rigorous academic programs, strategic partnerships, or civic engagement, ODU stands out as a top choice for many prospective students and professionals across the Nation.

Old Dominion University will offer new degree programs in the coming academic year in response to student demand and the regional and state economy. The degrees include a Master of Science in athletic training; Bachelor of Science in public health; Master of Public Health; Bachelor of Science in cybersecurity; and a Master of library and information studies. In addition, four new Bachelor of Science degrees will be offered by the College of Education and Professional Studies to meet the demands for highly qualified teachers in Virginia, specifically in early childhood education, elementary education, special education, and career and technical education with concentrations in technology education and marketing education.

The Old Dominion University Police Department was awarded its first National Accreditation Award by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Only about 5% of Law Enforcement agencies in the nation have achieved this award. The award highlights agencies that comply with areas on policy and procedures, administration, operations, and support services.

Old Dominion University celebrated the opening of the Barry Art Museum on November 14, 2018. Located on the corner of Hampton Boulevard and 43rd street, the 24,000-square-foot museum was made possible by a donation of funds and art valued at more than $35 million from Richard and Carolyn Barry. The Barry collection is the first exhibition on display in the museum including several hundred exceptional glass sculptures, 20th-century American modernist paintings, historic fashion dolls and European.

Reconstruction of S.B. Ballard Stadium began in November 2018 and will be complete to kick off the 2019 Season in August. While maintaining many of the unique designs of the stadium which includes the east and west wing arches and the brick details, the stadium will include enhanced seating that accommodates more leg room and seat-backs, new concessions and restroom facilities, the Priority Automotive Club, and improved sight-lines and traffic flow into the stadium.

The University hosted the second annual social mobility symposium in June 2019. Among the key items discussed was the need to fill high-tech jobs and a long-needed paradigm shift of providing access and support to more low-income students. Old Dominion created the Center for Social Mobility to address these needs. The center brings together higher education leaders from across the Commonwealth of Virginia and national experts to advance programs that increase social mobility. As a national leader in social mobility research and initiatives, the Center uses a multipronged approach to stimulate collaboration to create and expand affordable student pathways.

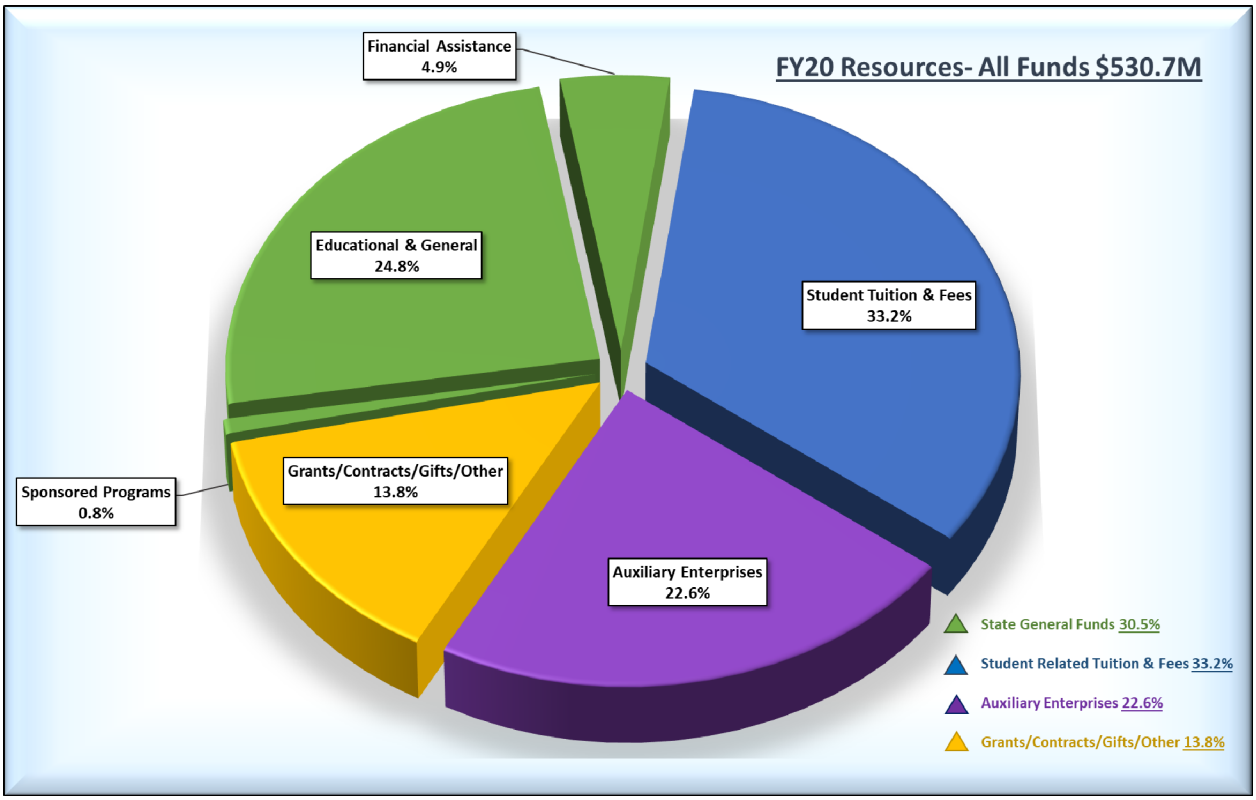
Among "America's Top Colleges"
Forbes
A "Best National University"
U.S News & World Report
Ranked #1 in Virginia for "Best for Vets"
Military Times
Ranked Among "Best Online Programs"
U.S. News and World Report
One of America's 100 Best Employers for Diversity
Forbes
Ranked Among "Best Graduate Schools for 2020"
U.S. News and World Report

CHAPTER 3
ALL FUNDS OPERATING SUMMARY

The FY2019-2020 budget is based on conservative assumptions related to enrollment projections, revenue calculations and expenditure estimates as contained in the University's Six-Year Enrollment Plan. The budget balances revenues and expenditures within the University's E&G programs and other operating funds and contributes approximately $2.6M to Auxiliary Fund Balances. Adequate reserves are provided within the budget to address changes in key planning assumptions.

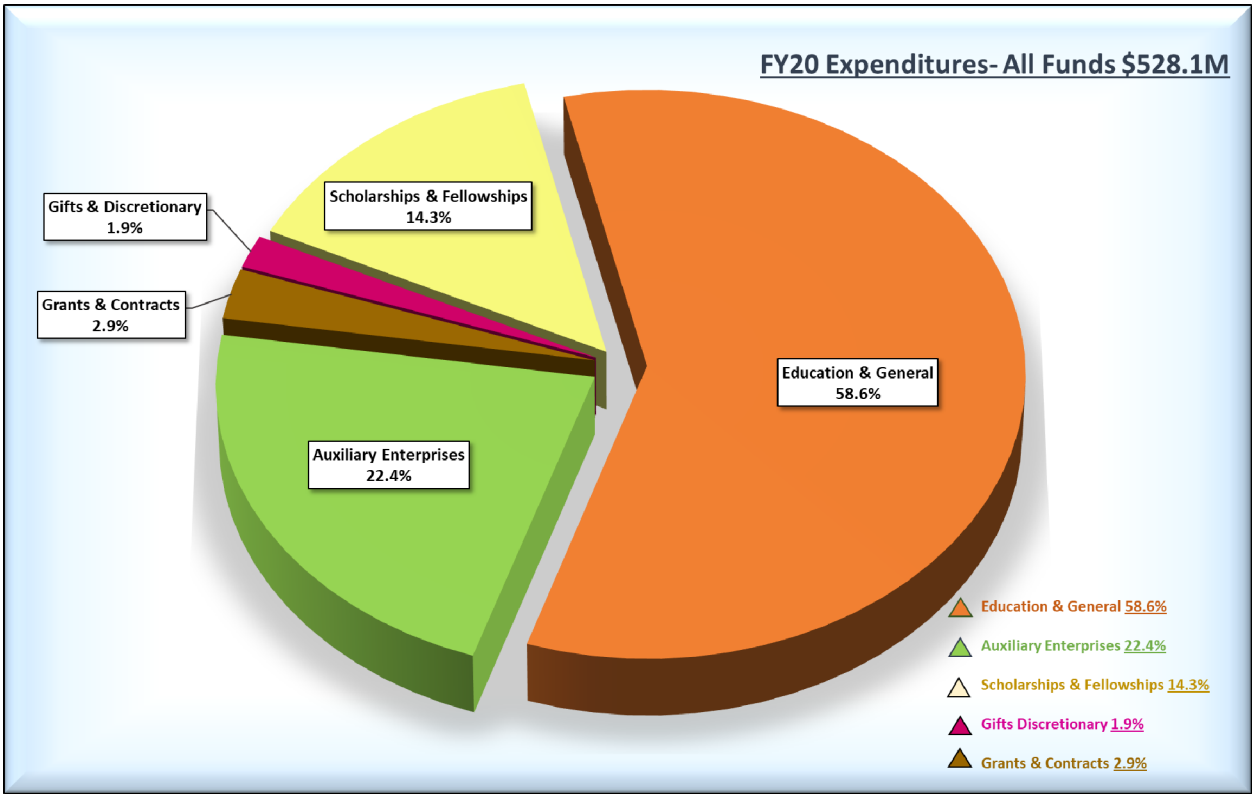
RESOURCES

The University receives funding from a variety of sources to support the University mission and strategic initiatives. The total FY 2020 resource budget to support University operations is over $530M. Chart below summarizes these resources into the primary sources of funding.



EXPENDITURES

The University utilizes the revenue that it receives to fund a variety of activities and programs in support of its mission and strategic plan. The chart below illustrates the expenditure plan for FY2019-2020 in the primary fund categories.



BUDGET HIGHLIGHTS

The 2019-2020 Operating Budget and Plan for Old Dominion University has been developed from the initiatives outlined in the University's Strategic Plan and the actions taken by the Governor and General Assembly during the 2019 session.

- The FY2020 tuition and fee changes were developed with consideration for the impact of escalating college costs on Virginia students and their families and the Tuition Moderation Plan, which maintains In-State Undergraduate Tuition and mandatory Educational and General Fees at 2018-2019 rates.

- Budget actions taken by the Governor and General Assembly for FY2020 include retention of $3.6M for STEM-H degree production and $75,000 for operation and maintenance of new facilities. $1.2M of new General Fund Resources for In-State need based student financial assistance and $370,000 for the Virginia Institute for Spaceflight Autonomy. In addition, as part of the Tuition Moderation Plan for In-State Undergraduate Students, the University will receive $3.1M of new General Funds in FY2020.

- The University also received Capital Outlay authority to proceed with institutional auxiliary funding for improvements to Campus Dining Facilities $5.0M and construction of a new Student Health and Wellness Center $11.0M. In addition, state funding has been authorized to address critical maintenance needs in the Mills Godwin Building and Kaufman Hall $9.0M, and equipment for the new Chemistry Building $5.2M.

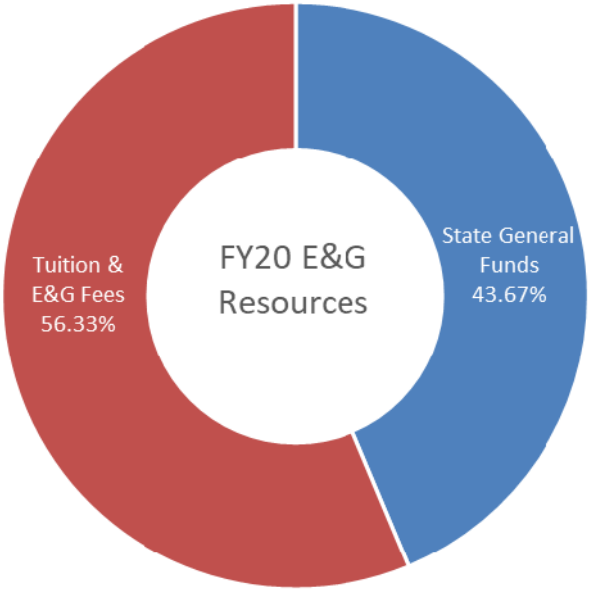
- The Biennial Budget provides language and partial funding for well-deserved compensation increases for Faculty, Administrators, and Staff. Faculty and Administrators will receive a 3.0% compensation increase, while Classified Staff will receive a 2.75% compensation increase, as well as an additional merit increases for eligible classified employees. A total of $6.4M of Commonwealth and University Resources have been allocated to fund the Educational and General share of the compensation increases.

- The 2019-2020 Operating Budget and Plan also includes the allocation of $2.3M of Educational and General Resources to fund benefit cost increases, mandatory operating cost increases, and new faculty and Academic Support positions.

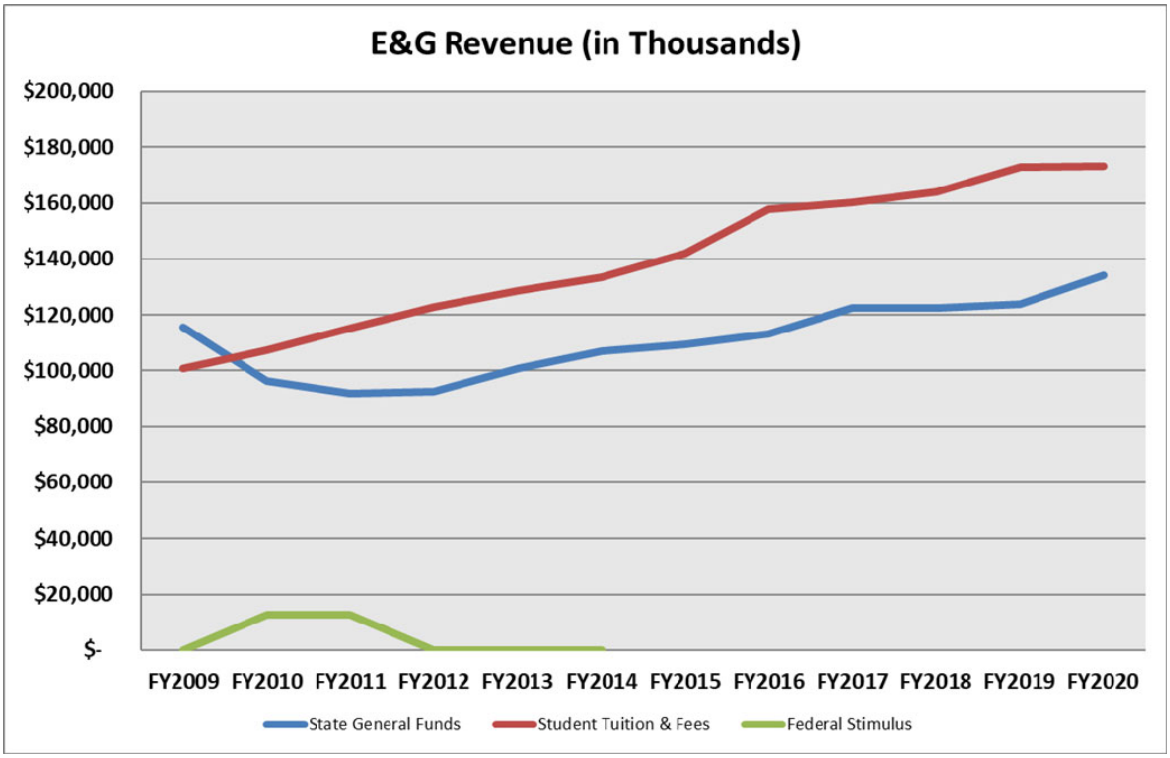
- For Auxiliary Services budgets, the Operating Budget and Plan addresses compensation and benefit cost increases, other mandatory cost increases, merit-based scholarships, and athletic scholarships. The Auxiliary budget allocations also address operating costs related to student housing, food service, health services and transportation and parking operations. The Auxiliary Services portion of the budget generates sufficient revenues to cover operating costs, debt service and auxiliary indirect costs, as well as contributes $2.6M to fund balances.

CHAPTER 4
EDUCATIONAL AND GENERAL PROGRAMS

The Educational and General (E&G) budget is the largest portion (59%) of the overall budget within the university. E&G resources predominantly come from Commonwealth General Fund allocations, tuition, and other related student fees.



The major categories of E&G Revenue over the last eleven years (FY2009 – FY2020) is illustrated below. While the university has consistently held to modest tuition increases over this time, the illustration shows a dramatic shift in the University's Educational and General revenue from State General Funds to Student Tuition and Fees.



The University's 2019-2020 Educational and General Operating Budget and Plan is based on the institution's strategic program priorities as approved by the Board of Visitors in December 2014. The E&G expenditure plan allocates $10.1M of new resources to address compensation and benefit cost increases, other mandatory cost increases, faculty and public safety tenure and retention programs, operation and maintenance of new facilities, and the creation of new faculty and academic support positions in support of STEM-H programs.

ENHANCE THE UNIVERSITY'S ACADEMIC AND RESEARCH EXCELLENCE

Faculty Positions and Academic Support Positions
New faculty positions will be created in support of critical and high demand academic programs to further improve the student faculty ratio. Emphasis continues to be placed on supporting STEM-H areas (Science, Technology, Engineering, Mathematics, and Health Sciences). $1.2M of new resources has been allocated to fund these new positions.

Faculty Recruitment, Promotions and Retention
When faculty members are promoted in academic rank, the individuals receive a salary increase assigned to the new rank. Base funding of $500,000 will be allocated for this purpose.

Technology Investments
Base funding in the amount of $500,000 and one (1) position will be established to provide resources in support of core academic infrastructure and computational research.

Equipment Trust Fund
The VCBA Bond funded Equipment Trust Fund program will provide $5.3M of resources for the procurement of equipment to support Instruction, Research, Mediated Classrooms and Student Laboratories.

STUDENT RECRUITMENT, RETENTION, & ENROLLMENT MANAGEMENT

R**ecruitment and Retention Initiatives**
One-time funding of $167,500 has been allocated to supplement recruitment and retention programs.

In addition, student support services will be further enhanced to complete the addition of a Psychiatrist in Counseling Services.

Enrollment Management Plan Support
Strategic reallocations of $1.3M in one-time resources will enable further investment in marketing and advertising in support of student recruitment.

The university will also enhance need-based student financial assistance with the investment of $1.4M in new base resources.

CAMPUS INFRASTRUCTURE

The operation and maintenance of new facilities and mandatory costs of existing facilities requires the investment of $276,484 in new base resources.

Base funding of $50,000 has been allocated for the Public Safety Retention and Promotion Program, as well as $400,000 of one-time resources to enhance campus security.

COMPENSATION AND BENEFITS

Benefit Cost Increases

State mandated benefit cost increases will be supported with $838,041 of new base resources.

Faculty / Staff Compensation Increases

Commonwealth and University Resources totaling $6.4M have been allocated to fund the Educational and General share of the compensation increases included in the Commonwealth budget. The well-deserved compensation increases include a 3.0% compensation increase for Faculty and Administrators, and a 2.75% for all Classified Staff. In addition, the state budget provided the opportunity to reward eligible classified employees with an additional meritorious increase.

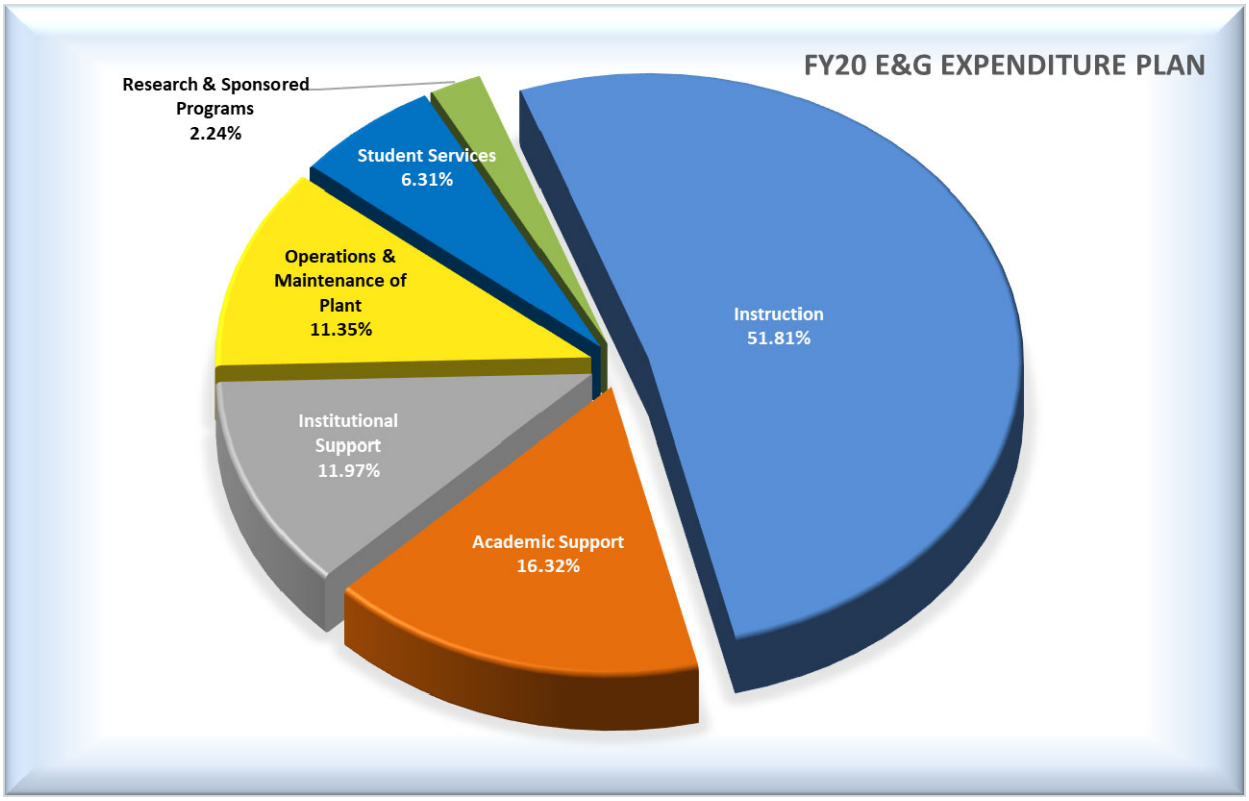
NEW E&G INVESTMENTS

The following table outlines the new E&G initiatives by Vice Presidential area.

Area	Description	Base Reductions	New Base	Re-allocations & Use of Reserves
Total Investments		**$ (550,000)**	**$ 10,108,729**	**$ 2,659,283**
Administration & Finance		**$ (55,687)**	**$ 826,484**	**$ 476,000**
	Administration & Finance Budget Reduction Plan (Vacancy 1FTE)	($55,687)		
	Public Safety Retention Program		$50,000	
	Technology Infrastructure (1 FTE)		$500,000	
	O&M of New Facilities and Existing Facilities		$276,484	
	Procurement Services			$76,000
	Public Safety: Campus Security			$400,000
Academic Affairs		**$ (246,696)**	**$ 1,767,937**	**$ 1,504,783**
	Academic Affairs Budget Reduction Plan (Vacancies 5 FTE & Operations)	($246,696)		
	Faculty Tenure & Retention		$500,000	
	Marine Rescue Program		$25,000	
	New Faculty and Academic Support Positions (14.50 FTE)		$1,242,937	$119,783
	Targeted Marketing & Advertising			$1,300,000
	Operating Budget One-Time Supplement			$85,000
Human Resources		**$ -**	**$ -**	**$ 73,000**
	Operating Budget One-Time Supplement			$73,000
Student Engagement & Enrollment Services		**$ (62,357)**	**$ 229,625**	**$ 167,500**
	SEES Budget Reduction Plan (Vacancy 1 FTE)	($62,357)		
	Counseling Services		$70,045	
	Student Financial Assistance Enhancements		$159,580	
	Recruitment and Retention Programs			$167,500
University Advancement		**$ (107,392)**	**$ -**	**$ 438,000**
	Advancement Budget Reduction Plan (Vacancy 1 FTE)	($107,392)		
	Fundraising Initiatives			$385,000
	Commencement Ceremonies			$53,000
Central Funds		**$ (77,868)**	**$ 7,284,683**	**$ -**
	Mandatory Cost Increases: Benefit Adjustments	($77,868)	$838,041	
	Mandatory Cost Increases: Compensation Increases		$6,446,642	

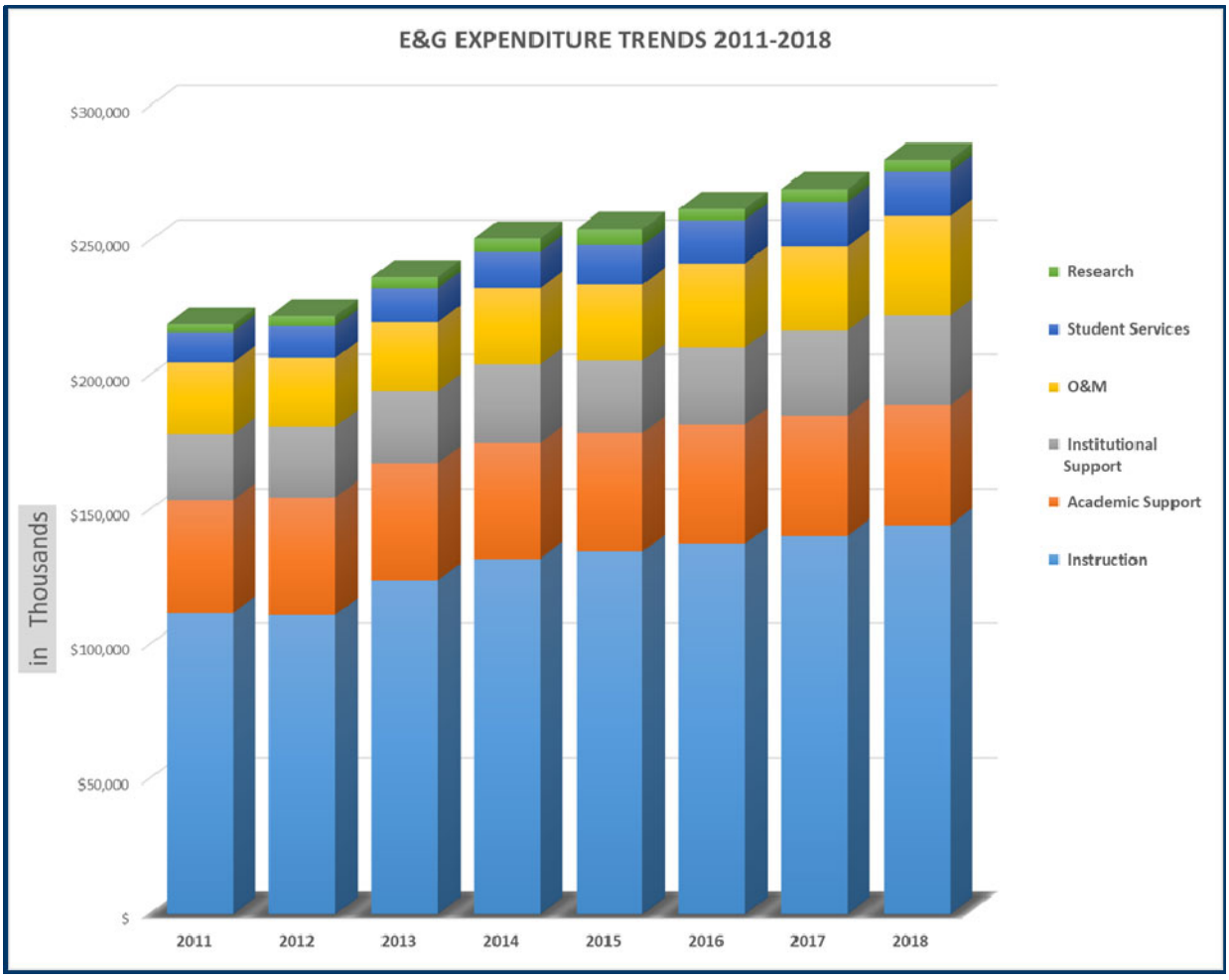
E&G EXPENDITURES BY PROGRAM AREA

The chart below illustrates the distribution of E&G resources by major program area for FY2019-2020. Consistent with historical trends, close to 70% of E&G resources have been allocated to Instruction and Academic Support functions.



E&G EXPENDITURE TRENDS

The following chart displays the pattern of ODU expenditures from 2011–2018. The distribution of functional expense is relatively consistent with close to 70% of E&G expenditures supporting Instruction and Academic Support functions on an annual basis.

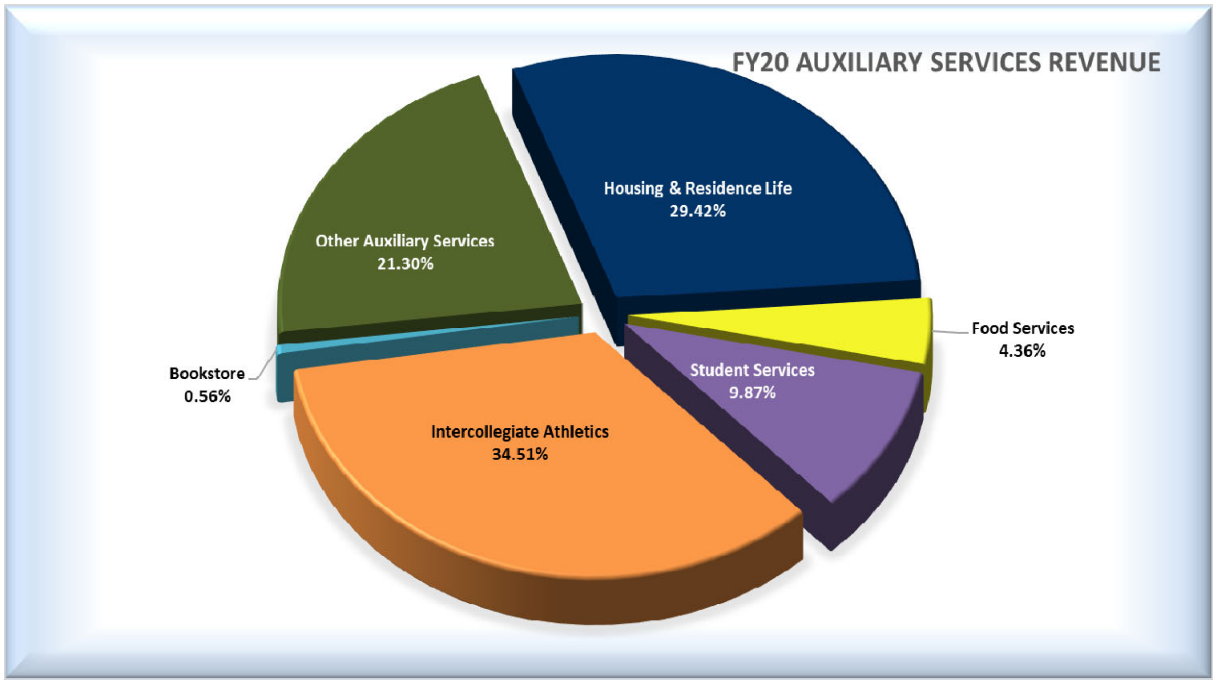


CHAPTER 5
AUXILIARY SERVICES

Auxiliary Service Units are comprised of activities within the University which furnish a service directly or indirectly to students, faculty, and community patrons. These units must be self-supporting and do not receive any funding from the Commonwealth. Fees and service charges are directly related to, but not necessarily equal to, the cost of services provided. Auxiliary enterprises are required to build and maintain adequate reserves to ensure the longevity of their operations

The University's FY2019-2020 Auxiliary Services budget reflects a total addition of $2.6M to Auxiliary Fund Balances for the next fiscal year. Overall adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for 2019-2020 and beyond. With the total cost of education in mind, fee and service charges are held to a minimum and will be used to address increases in mandatory salary and benefit costs, other mandatory cost increases, and strategic initiatives.

Auxiliary Services Revenue in excess of $120.6M is included in the FY2019-2020 Operating Budget & Plan.



The Other Auxiliary Services category includes but is not limited to enterprises such as, the University Card Center, University Licensing, Physical Therapy Clinic, Distance Learning Auxiliary, Central Auxiliary Debt Service and Reserves.

The table below summarizes the revenue, expense and contribution or consumption of fund balance for the major Auxiliary Service Units for FY2020. Highlights for each area follows.

(In Thousands)		Approved Budget Plan
RESIDENCE HALLS		
Revenues	$	35,499
Expense	$	31,656
Net	$	3,843
FOOD SERVICES		
Revenues	$	5,256
Expense	$	5,256
Net	$	-
STUDENT SERVICES		
Revenues	$	11,906
Expense	$	11,080
Net	$	826
STUDENT ATHLETICS		
Revenues	$	41,642
Expense	$	45,375
Net	$	(3,735)
BOOKSTORE		
Revenues	$	675
Expense	$	675
Net	$	0
OTHER AUXILIARY SERVICES		
Revenues	$	25,704
Expense	$	24,035
Net	$	1,669
TOTAL AUXILIARY ENTERPRISES		
Revenues	$	120,682
Expense	$	118,076
Net	$	2,606
Contributions to Fund Balances	$	2,606

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

- Student organizations and clubs
- Student Leadership Programs
- Intercollegiate and intramural athletics
- Webb Center and Student Recreation Center
- Institutional Scholarships
- Debt service and maintenance on non-Educational and General facilities

The 2019-2020 Tuition and Fees include a $4.00 per credit hour increase in the Auxiliary Student Fee, which along with strategic re-allocations of existing resources will be used to support the following expenditures.

Resource Allocations		
Mandatory Cost Increases		
VRS and Health Insurance	$	61,455
Compensation Increases	$	487,663
Enrollment & Retention		
Merit Based Aid	$	480,000
Athletic Scholarship Increase	$	421,786
Strategic Initiatives		
Auxiliary Capital Investment Fund	$	500,000
Total Resource Allocations	**$**	**1,950,904**

Student Housing
Residence Hall rates have increased by an average of 4.0 percent for FY2020. The University continues to develop multi-year improvement plans for facilities in order to ensure that residence halls remain competitive with the surrounding area and other state institutions. In addition to base funding for compensation and benefit cost increases, the expenditure plan includes the creation of a Director for the new Hugo A. Owens Residence Hall, debt service adjustments, investments in facilities maintenance, as well as, additions to reserves for the future debt service and operation of the Hugo A. Owens Residence Hall.

Food Services
Meal plans have been modified to include additional "flex-points", providing greater options for residential and non-residential students at university dining facilities. In addition to base funding for compensation and benefit cost increases, the expenditure plan includes funding for the addition of three Housekeeping positions and general operating cost increases.

Student Health Center
The Student Health Fee increased to $100 per semester. The increase in the health fee will support mandatory cost increases and establish reserves for the future debt service and operation of the New Student Health and Wellness Center.

Intercollegiate Athletics
In addition to base funding for compensation and benefit cost increases, the expenditure plan includes other mandatory cost increases, scholarships, operating expenditures related to the addition of Women's Volleyball, and the one-time use of reserves for equipment replacement and scoreboard enhancements.

The FY2020 Intercollegiate Athletic Budget was established in accordance with the Code of Virginia § 23.1-1309. Old Dominion University is considered a Division I-AA institution until July 1, 2020 and the student fee subsidy shall not exceed 70% of total revenues. After July 1, 2020, the University shall be considered a Division I-A institution and the student fee subsidy shall not exceed 55% of total revenues. For FY2018, the student fee subsidy was 56.07%.

Transportation and Parking Services
The Transportation Fee has increased to $59 per semester. The increase in the fee will support compensation and benefit cost increases, other mandatory cost increases and one-time funding to start a fleet replacement initiative.

University Card Center
The new ID Card Fee of $2 per semester has been approve for FY2020. The new fee enables the card center to be fully self-supporting, providing resources for mandatory cost increases, implementation of the new ID Card technology and functionality.

Auxiliary Capital Reserve
The Auxiliary Capital Reserve established in fiscal year 2013 for the purpose of accumulating funds to implement the Capital Master Plan as it relates to auxiliary facilities, such as residence halls, the Webb Center Student Union, Student Recreational Center and Intercollegiate Athletic Facilities.

CHAPTER 6
CAPITAL OUTLAY

In addition to several major capital outlay initiatives currently in progress, the University has received authority to proceed three new capital outlay projects.

NEW CAPITAL OUTLAY PROJECTS

Student Health and Wellness Center: Appropriation authority has been granted for the construction of an $11.0M (17,500 sqft) Student Health and Wellness Center. This authority includes the planned use of $1.8M of Student Health Reserves and $9.2M of debt to finance the project.

Construct Campus Dining Improvements Phase II: Appropriation authority has been granted for campus dining improvements totaling $5.0M (20,000 sqft). This authority is fully funded with Dining Capital Reserves.

Maintenance Needs for Mills Godwin and Kaufman Hall: Appropriation authority has been granted to address capital maintenance needs of both facilities. Authority of $9.0M from the Capital Construction Pool (VCBA Bonds).

CAPITAL OUTLAY IN PROGRESS

Hugo A. Owen's House: The $62.5M project to construct a 470 bed, 157,890 square foot, residence hall is well underway and is projected to be completed for the Fall 2020 semester. The new residence hall will provide for much needed residential capacity on campus.

New Chemistry Building: The $75.5M project to construct a 110,500 square foot academic building is well underway and projected to be completed for the Fall 2020 semester. The new building will house a number of laboratories, faculty offices, and departmental administrative and technical support areas for the College of Sciences. The building will also house a planetarium that will replace the existing Pretlow Planetarium.

Renovation of Café 1201: The $5.0M project to renovate existing space in Webb University Center will completely renovate the existing Café 1201, including the associated catering kitchen. The renovated Café 1201 will new space for Chick-fil-A restaurant, new dining franchises to the campus, and a re-styled Residential Meal Plan venue. Renovations are projected to be completed for the Spring 2020 Semester.

Women's Volleyball Facility: The $3.4M project to renovate existing space in the Jim Jarrett Athletic Administration building will create the Women's Volleyball competition facility, including restrooms, locker rooms and coaches' offices. The project is projected for completion for the Fall 2020 Volleyball season.

Reconstruction of S.B. Ballard Stadium at Foreman Field: The $67.5M, 312,418 square foot, project involves the demolition of the original 1930's era east and west stadium sections, while retaining the south end zone Gameday Building and the north end zone seating. While maintaining many of the unique designs of the original stadium which includes the east and west wing arches and the brick details, the new stadium will include enhanced seating that accommodates more leg room and seat-backs, new concessions and restroom facilities, the Priority Automotive Club, and improved sight-lines and traffic flow into the stadium. The new stadium will be completed for the 2019 football season.

Health Sciences Building: The proposed Health Sciences facility is a 126,000 square foot academic building that will provide much needed instruction, laboratory space for undergraduate and graduate programs Health Sciences. In 2017 the Commonwealth approved the proposed New Health Sciences Building for detailed planning to establish the project program and budget. The University has provided up to $3.0M of institutional funds to complete detailed planning and will seek approval and funding for construction in the upcoming Biennium.

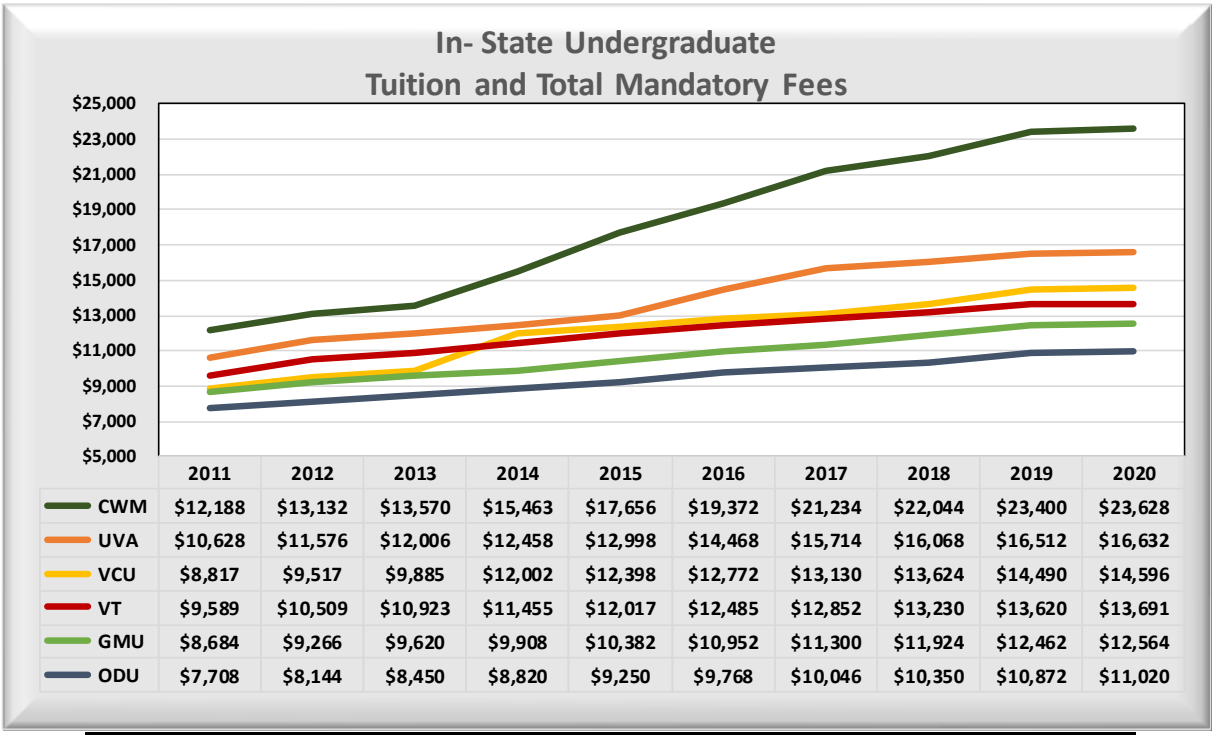
Maintenance Reserve: Maintenance Reserve funding is provided to supplement the cost of maintaining or extending the useful life of facilities, such as roofs, heating and cooling, and electrical systems. The annual Maintenance Reserve from the Commonwealth is maintained at $3.6M for FY2020.

CHAPTER 7
TUITION AND FEES

Tuition and fees are the major source of funding to support the core academic mission of the university. Making up over 33% of the University's overall operating budget and over 56% of the University's E&G funding. Over the past decade, economic conditions have necessitated public institutions to become increasingly dependent on self-generated resources to fund E&G operations. During this time, Old Dominion University has demonstrated a consistent approach to balancing pricing with student affordability and institutional requirements, particularly for In-State Undergraduate students.

AFFORDABILITY: HISTORICAL COMPARISONS TO VIRGINIA UNIVERSITIES

The University regularly monitors its cost structure as the University's executive leadership remains committed to accessible and affordable education. The following chart compares the In-state/Undergraduate tuition and mandatory fees for the last ten years at the six doctoral and research institutions in Virginia.



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
CWM	$12,188	$13,132	$13,570	$15,463	$17,656	$19,372	$21,234	$22,044	$23,400	$23,628
UVA	$10,628	$11,576	$12,006	$12,458	$12,998	$14,468	$15,714	$16,068	$16,512	$16,632
VCU	$8,817	$9,517	$9,885	$12,002	$12,398	$12,772	$13,130	$13,624	$14,490	$14,596
VT	$9,589	$10,509	$10,923	$11,455	$12,017	$12,485	$12,852	$13,230	$13,620	$13,691
GMU	$8,684	$9,266	$9,620	$9,908	$10,382	$10,952	$11,300	$11,924	$12,462	$12,564
ODU	$7,708	$8,144	$8,450	$8,820	$9,250	$9,768	$10,046	$10,350	$10,872	$11,020

RATE INCREASE PER YEAR										
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
CWM	$1,388	$944	$438	$1,893	$2,193	$1,716	$1,862	$810	$1,356	$228
UVA	$956	$948	$430	$452	$540	$1,470	$1,246	$354	$444	$120
VCU	$1,700	$700	$368	$2,117	$396	$374	$358	$494	$866	$106
VT	$984	$920	$414	$532	$562	$468	$367	$378	$390	$71
GMU	$660	$582	$354	$288	$474	$570	$348	$624	$538	$102
ODU	$390	$436	$306	$370	$430	$518	$278	$304	$522	$148

Taking a broader view of all public institutions in the Commonwealth, the emphasis on pricing and affordability for In-State Undergraduate Students at Old Dominion University is that much clearer.

Tuition and Total Mandatory Fees 2011-2020											
Institution	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	10 Yr. Change
CWM	12,188	13,132	13,570	15,463	17,656	19,372	21,234	22,044	23,400	23,628	11,440
VMI	12,328	13,184	13,835	14,404	15,518	16,536	17,492	18,214	18,862	19,118	6,790
UVA	10,628	11,576	12,006	12,458	12,998	14,468	15,714	16,068	16,512	16,632	6,004
CNU	9,250	10,084	10,572	11,092	11,646	12,526	13,054	13,654	14,754	14,924	5,674
VCU	8,817	9,517	9,885	12,002	12,398	12,772	13,130	13,624	14,490	14,596	5,779
VT	9,589	10,509	10,923	11,455	12,017	12,485	12,852	13,230	13,620	13,691	4,102
LU	9,855	10,530	10,890	11,340	11,580	11,910	12,240	12,720	13,340	13,520	3,665
UMW	7,862	8,806	9,246	9,660	10,252	11,070	11,570	12,128	12,654	13,210	5,348
GMU	8,684	9,266	9,620	9,908	10,382	10,952	11,300	11,924	12,462	12,564	3,880
JMU	7,860	8,448	8,808	9,176	9,662	10,066	10,390	10,878	12,016	12,206	4,346
RU	7,694	8,320	8,590	8,976	9,360	9,809	10,081	10,627	11,210	11,350	3,656
ODU	**7,708**	**8,144**	**8,450**	**8,820**	**9,250**	**9,768**	**10,046**	**10,350**	**10,872**	**11,020**	**3,312**
NSU	6,227	6,690	6,860	7,226	7,552	8,366	8,738	9,036	9,490	9,622	3,395
VSU	6,570	7,090	7,420	7,784	8,002	8,226	8,472	8,726	9,056	9,154	2,584

TUITION AND MANDATORY FEE RATES

With the University adopting the Tuition Moderation plan for In-State Undergraduate students, FY2020 In-State Undergraduate tuition and mandatory E&G fees will remain at FY2019 rates. FY2020 Tuition and Fees for Undergraduate and Graduate students are presented in the tables below.

Undergraduate Rates
(based on 30 credit hours)

In-State	FY2019	FY2020	Dollar Change	Percent Change
Tuition	$ 7,029	$ 7,029	$ -	
Auxiliary Student Fees	$ 3,531	$ 3,651	$ 120	
Total Tuition and Fees	**$ 10,560**	**$ 10,680**	**$ 120**	**1.14%**
General Service Fee	$ 18	$ 18	$ -	
Health Fee	$ 180	$ 200	$ 20	
Transportation Fee	$ 114	$ 118	$ 4	
ID Card Fee	$ -	$ 4	$ 4	
Total Without Room and Board	**$ 10,872**	**$ 11,020**	**$ 148**	**1.36%**
Weighted Average Room and Board	$ 10,462	$ 10,828	$ 366	
Total with Room and Board	**$ 21,334**	**$ 21,848**	**$ 514**	**2.41%**

Out-of-State	FY2019	FY2020	Dollar Change	Percent Change
Tuition	$ 25,404	$ 26,664	$ 1,260	
Auxiliary Student Fees	$ 3,531	$ 3,651	$ 120	
Capital Fee	$ 525	$ 525	$ -	
Total Tuition and Fees	**$ 29,460**	**$ 30,840**	**$ 1,380**	**4.68%**
General Service Fee	$ 18	$ 18	$ -	
Health Fee	$ 180	$ 200	$ 20	
Transportation Fee	$ 114	$ 118	$ 4	
ID Card Fee	$ -	$ 4	$ 4	
Total Without Room and Board	**$ 29,772**	**$ 31,180**	**$ 1,408**	**4.73%**
Weighted Average Room and Board	$ 10,462	$ 10,828	$ 366	
Total with Room and Board	**$ 40,234**	**$ 42,008**	**$ 1,774**	**4.41%**

Graduate Rates
(based on 24 credit hours)

In-State	FY2019	FY2020	Dollar Change	Percent Change
Tuition	$ 9,727	$ 10,207	$ 480	
Auxiliary Student Fees	$ 2,825	$ 2,921	$ 96	
Total Tuition and Fees	**$ 12,552**	**$ 13,128**	**$ 576**	**4.59%**
General Service Fee	$ 18	$ 18	$ -	
Health Fee	$ 180	$ 200	$ 20	
Transportation Fee	$ 114	$ 118	$ 4	
ID Card Fee	$ -	$ 4	$ 4	
Total Without Room and Board	**$ 12,864**	**$ 13,468**	**$ 604**	**4.69%**
Weighted Average Room and Board	$ 10,462	$ 10,828	$ 366	
Total with Room and Board	**$ 23,326**	**$ 24,296**	**$ 970**	**4.16%**

Out-of-State	FY2019	FY2020	Dollar Change	Percent Change
Tuition	$ 28,435	$ 29,851	$ 1,416	
Auxiliary Student Fees	$ 2,825	$ 2,921	$ 96	
Capital Fee	$ 420	$ 420	$ -	
Total Tuition and Fees	**$ 31,680**	**$ 33,192**	**$ 1,512**	**4.77%**
General Service Fee	$ 18	$ 18	$ -	
Health Fee	$ 180	$ 200	$ 20	
Transportation Fee	$ 114	$ 118	$ 4	
ID Card Fee	$ -	$ 4	$ 4	
Total Without Room and Board	**$ 31,992**	**$ 33,530**	**$ 1,538**	**4.81%**
Weighted Average Room and Board	$ 10,462	$ 10,828	$ 366	
Total with Room and Board	**$ 42,454**	**$ 44,358**	**$ 1,904**	**4.48%**

APPENDIX

OLD DOMINION UNIVERSITY

TABLE 1
UNIVERSITY REVENUE SOURCES SUMMARY
(in thousands)

		2019-2020 Approved Budget Plan
REVENUES		
State General Funds	$	163,172
Nongeneral Funds		
Student Tuition & Fees	$	173,082
Grants, Contracts, Gifts, & Other	$	73,788
Auxiliary Enterprises	$	120,682
Subtotal Nongeneral Funds	$	367,552
Total University Revenues	***$***	***530,724***

OLD DOMINION UNIVERSITY

TABLE 2

UNIVERSITY EXPENDITURE SUMMARY

(in thousands)

EXPENDITURES		**2019-2020 Approved Budget Plan**
E&G		
Instruction	$	155,952
Research & Sponsored Programs	$	6,742
Public Service	$	106
Academic Support	$	49,118
Student Services	$	18,987
Institutional Support	$	36,040
Operations & Maintenance of Plant	$	34,155
Scholarships & Fellowships	$	8,586
Total E&G	**$**	**309,686**
Auxiliary Services	$	118,076
Grants & Contracts	$	15,110
Gifts & Discretionary	$	9,825
Scholarships & Fellowships	$	75,421
Total University Expenditures	**$**	**528,118**
Summary of University Revenues & Expenditures		
Revenues	**$**	**530,724**
Expenditures	**$**	**528,118**
Contributions to Fund Balances	**$**	**2,606**

OLD DOMINION UNIVERSITY

TABLE 3
AUXILIARY SERVICES SUMMARY
(in thousands)

		2019-2020 Approved Budget Plan
RESIDENCE HALLS		
Revenues	$	35,499
Expense	$	31,656
Net	$	3,843
FOOD SERVICES		
Revenues	$	5,256
Expense	$	5,256
Net	$	-
STUDENT SERVICES		
Revenues	$	11,906
Expense	$	11,080
Net	$	826
STUDENT ATHLETICS		
Revenues	$	41,642
Expense	$	45,375
Net	$	(3,735)
BOOKSTORE		
Revenues	$	675
Expense	$	675
Net	$	0
OTHER AUXILIARY SERVICES		
Revenues	$	25,704
Expense	$	24,035
Net	$	1,669
TOTAL AUXILIARY ENTERPRISES		
Revenues	$	120,682
Expense	$	118,076
Net	$	2,606
Contributions to Fund Balances	$	2,606

OLD DOMINION UNIVERSITY

TABLE 4
SUMMARY OF 2019-2020 RESOURCE BY OPERATING AREA AND PROGRAM
(in thousands)

EXPENDITURES	President	Provost & Academic Affairs	VP for Admin & Finance	VP for University Advancement	VP for Student Engagement & Enrollment	VP for Research	VP for Human Resources	Director of Athletics	TOTAL
Education & General									
Instruction	$ -	$ 154,538	$ 194	$ -	$ -	$ 1,220	$ -	$ -	$ 155,952
Research & Sponsored Programs	$ -	$ 991	$ -	$ -	$ -	$ 5,751	$ -	$ -	$ 6,742
Public Service	$ -	$ 106	$ -	$ -	$ -	$ -	$ -	$ -	$ 106
Academic Support	$ -	$ 28,426	$ 18,416	$ -	$ 2,276	$ -	$ -	$ -	$ 49,118
Student Services	$ -	$ 2,396	$ 198	$ -	$ 16,393	$ -	$ -	$ -	$ 18,987
Institutional Support	$ 2,989	$ 5,424	$ 11,973	$ 5,877	$ 5,156	$ 2,190	$ 2,431	$ -	$ 36,040
Operations & Maintenance of Plant	$ -	$ -	$ 34,155	$ -		$ -	$ -	$ -	$ 34,155
Scholarships & Fellowships	$ -	$ -	$ 8,586	$ -		$ -	$ -	$ -	$ 8,586
E&G Subtotal	$ 2,989	$ 191,881	$ 73,522	$ 5,877	$ 23,825	$ 9,161	$ 2,431	$ -	$ 309,686
Auxiliary Enterprises	$ -	$ 6,015	$ 32,429	$ 1,127	$ 40,362	$ -	$ -	$ 38,143	$ 118,076
Grants & Contracts	$ -	$ 9,000	$ 10	$ -	$ 100	$ 6,000	$ -	$ -	$ 15,110
Gifts & Discretionary	$ 500	$ 5,500	$ 900	$ 800	$ 110	$ 800	$ 15	$ 1,200	$ 9,825
Scholarships & Fellowships	$ -	$ 500	$ -	$ -	$ 69,973	$ -	$ -	$ 4,948	$ 75,421
Total Expenditures	**$ 3,489**	**$ 212,896**	**$ 106,861**	**$ 7,804**	**$ 134,370**	**$ 15,961**	**$ 2,446**	**$ 44,291**	**$ 528,118**