



**Operating
Budget & Plan
2016-2017**

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EXECUTIVE SUMMARY

The 2016-2017 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 2016 session.

- The in-state undergraduate tuition increase is **\$155** or **2.5%**. The FY2017 tuition and fee proposal considered the impact of escalating college costs on Virginia students and their families.
- Budget actions taken by the Governor and General Assembly provide approximately \$13.9M in general and central E&G funds for base adequacy and operating support, annualized salary and benefit adjustments for the full-time faculty and staff increases, additional state supported need based financial aid for undergraduate and graduate students, and funds for the creation of the Commonwealth Center for Recurrent Flooding Resiliency.
- The 2016-2017 Educational and General Operating Budget and Plan includes \$2.3M in tuition revenue to cover a portion of the cost increases related to compensation & benefits and mandatory operational cost increases for utilities and leases. The tuition revenue will also support the implementation of the goals of the University's 2014-2019 Strategic Plan as it related to academic and research excellence, student success, quality of university life, community engagement and the promotion of an entrepreneurial culture.
- In addition, the 2016-2017 Educational and General Operating Budget and Plan includes \$7.2M in one-time funding for critical operations and support functions that will further the strategic objectives of the University. These initiatives include \$5.3M in one-time equipment trust funds for academic and research-related technology and equipment support, \$519,400 for academic and research excellence, \$925,000 for student success and recruitment and \$260,400 for enriching the quality of student life and \$150,000 for community engagement.
- Further, the 2016-2017 Educational and General Operating Budget and Plan reallocated \$4.2M of existing resources to maximize the use of available funds to address critical needs within the University.
- A detailed listing of E&G funded initiatives is included on page 27.
- For Auxiliary Services budgets, a reduction in the indirect costs rate from 12.03% to 10.99% generated approximately \$318,700 in savings for the student fee supported auxiliary budgets. Those resources were used to offset some of the mandatory salary and health care benefit increases for auxiliary services and programs. Also, with Foundation support, reallocations and use of fund balance, the student activity

fee increase was held to a minimum. The student fees will be used to support additional merit-based financial aid, reserve for capital investments, athletic scholarships, and at the request of the Student Government Association additional funding for student organizations and clubs. No state funds are received to support auxiliary service operations and no student fees are used to support any increased costs due to Conference USA affiliation. The Auxiliary budget allocations also address operating costs related to student housing, food service, health service and parking operations. Detailed information is noted on pages 28-32.

- The Auxiliary Services portion of the budget generates sufficient revenues to cover operating costs, debt service and auxiliary indirect costs as well as contribute \$5.6M to the Auxiliary Capital Reserve. Adequate fund balance reserves are provided within auxiliary services to address operating and contingency needs for future years of operation.

2016 - 2017 OPERATING BUDGET & PLAN

This budget document details the relevant components that comprise the University's 2016-2017 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 2016-2017 Operating Budget and Plan, and includes relevant comparative data on general funding per FTE student, tuition and fee costs, and expenditures by program for Virginia public higher education institutions.

Chapter 2 describes the actions of the General Assembly during the 2016-18 Biennial Budget Session that impact the 2016-2017 budget year.

Chapter 3 provides the overview of the 2016-2017 Operating Budget and Plan.

Chapter 4 summarizes the program priorities that comprise the Educational and General Program portion of the total budget.

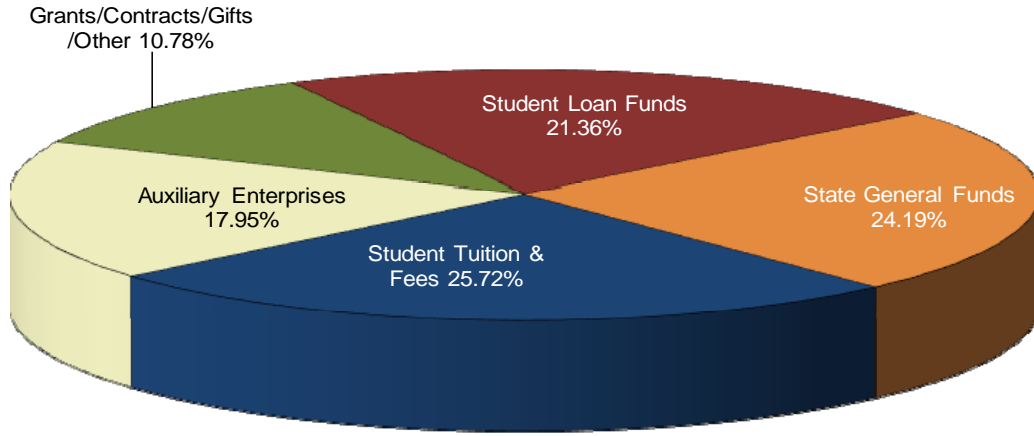
Chapter 5 highlights the program priorities that comprise the Auxiliary Services portion of the total budget.

Chapter 6 contains graphs that depict the sources of revenue for 2016-17.

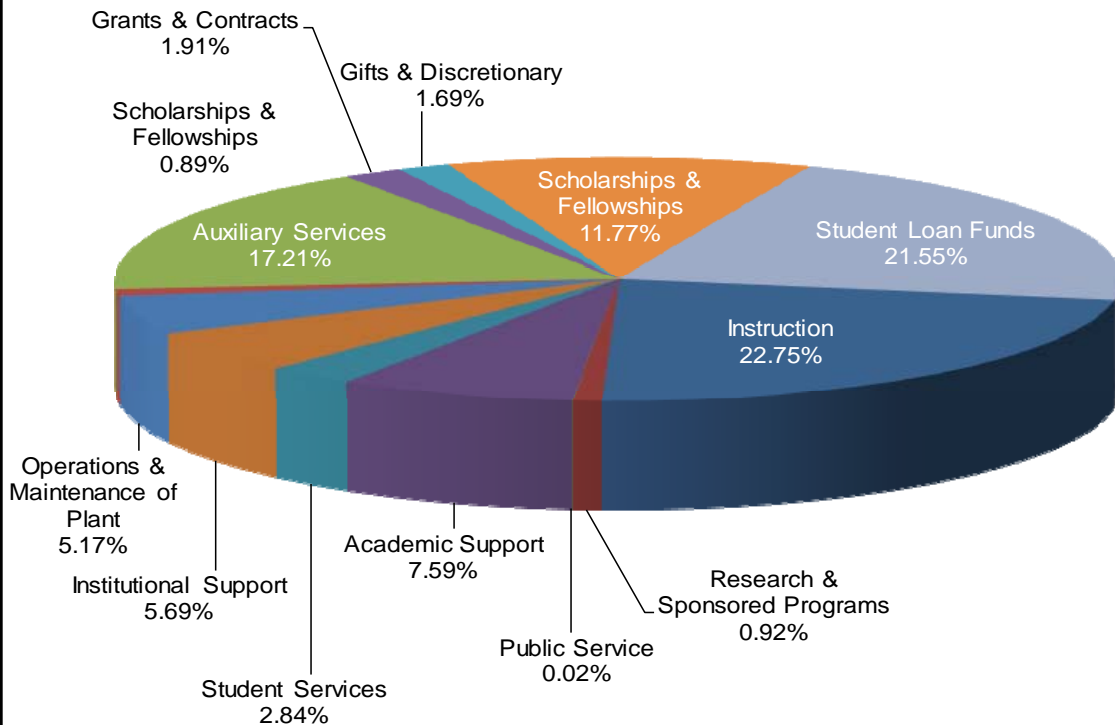
Chapter 7 graphically represents the expenditures by category and program area for 2016-17.

Operating Budget Distribution for 2016-2017

Where the funding comes from...



...and where it goes



CHAPTER 1 OVERVIEW OF THE 2016-2017 BUDGET PLANNING PROCESS

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 2016-2017 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 FY2016-2017

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 and under the direction of the Chief Operating Officer, the University developed a Five-Year Financial Planning Model to incorporate institutional priorities from the University's Strategic Plan, 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 next five years, 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.

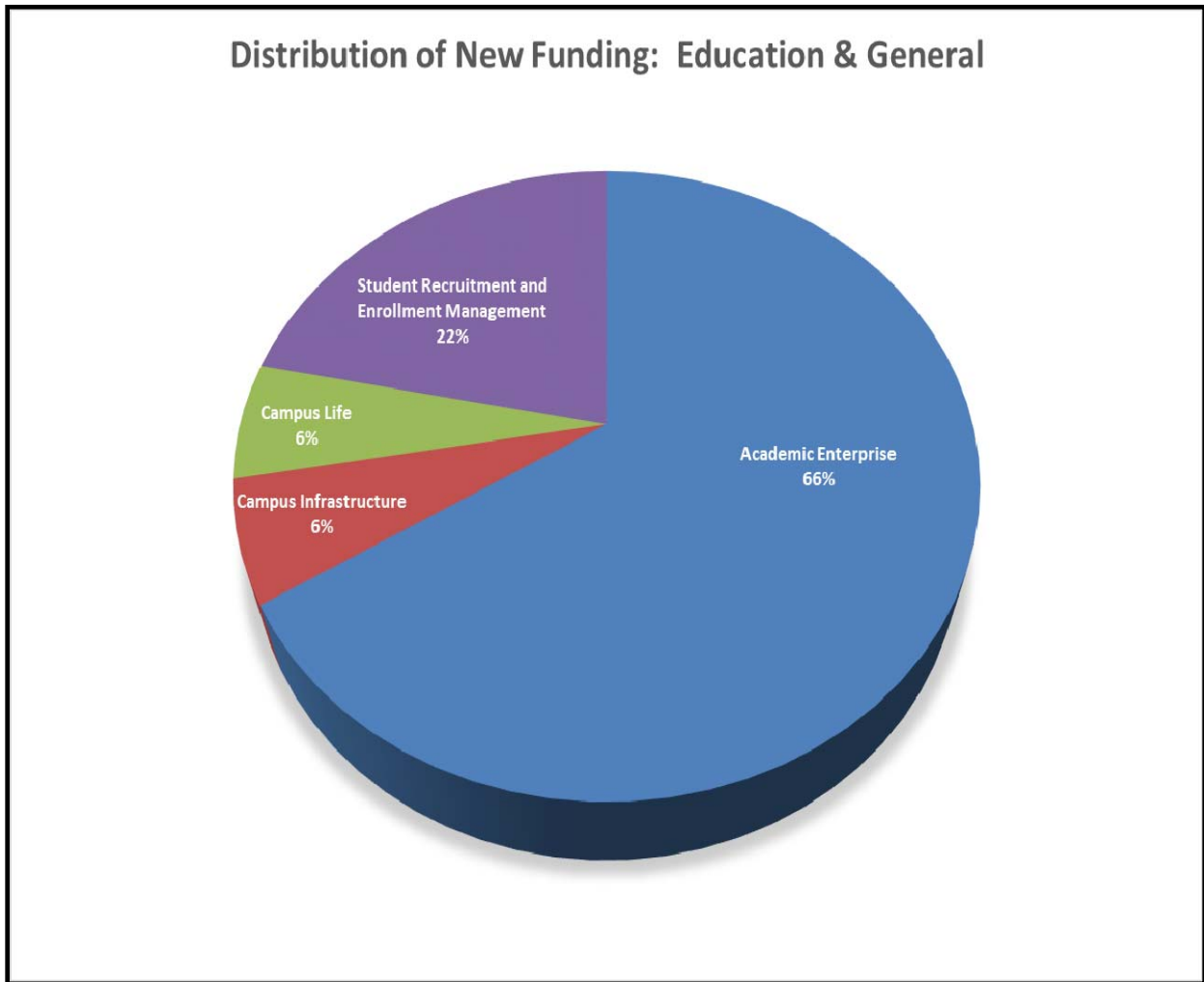
Entering the second year of the five-year planning model, the 2016-2017 Operating and Budget Plan was developed in conjunction with revisiting and validating the assumptions, cost drivers, and strategic focus of the five-year plan. The resulting 2016-2017 Operating and Budget Plan and the associated 2016-2017 Tuition and Fee Recommendations that invests in the future of Old Dominion University and reflects the collective input of the University's leadership team. The new investments were grouped into the following major success critical 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 Enrollment Management: 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 aid as well as in targeted student success programs.
3. Campus Infrastructure: 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.

The following chart shows the distribution of new investments within these four major categories.



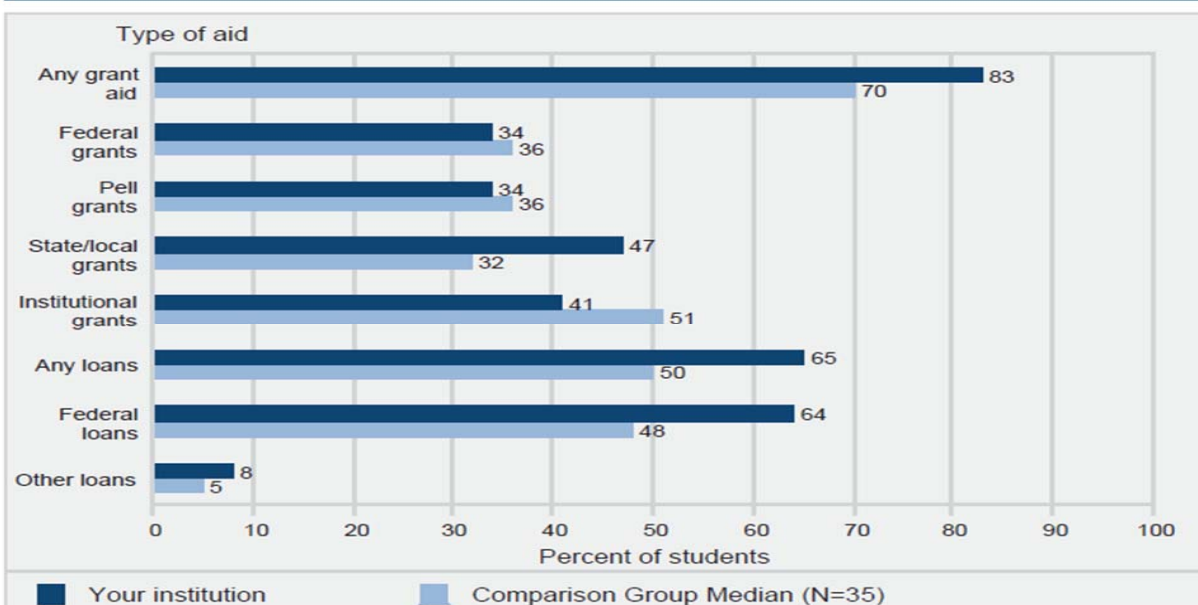
PEER GROUP BENCHMARKS

The following select charts from the National Center for Education Statistics are based on the latest peer group comparison data available (Fall 2014).

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

- First, the percentage of our students on financial assistance is higher than our peer group.
- Second, the University's overall number of full-time equivalent staff is 24 percent less than our peer group--an indicator of institutional efficiency.
- Finally, the University's total core expenditures per FTE enrollment are less than our peer group in all categories.

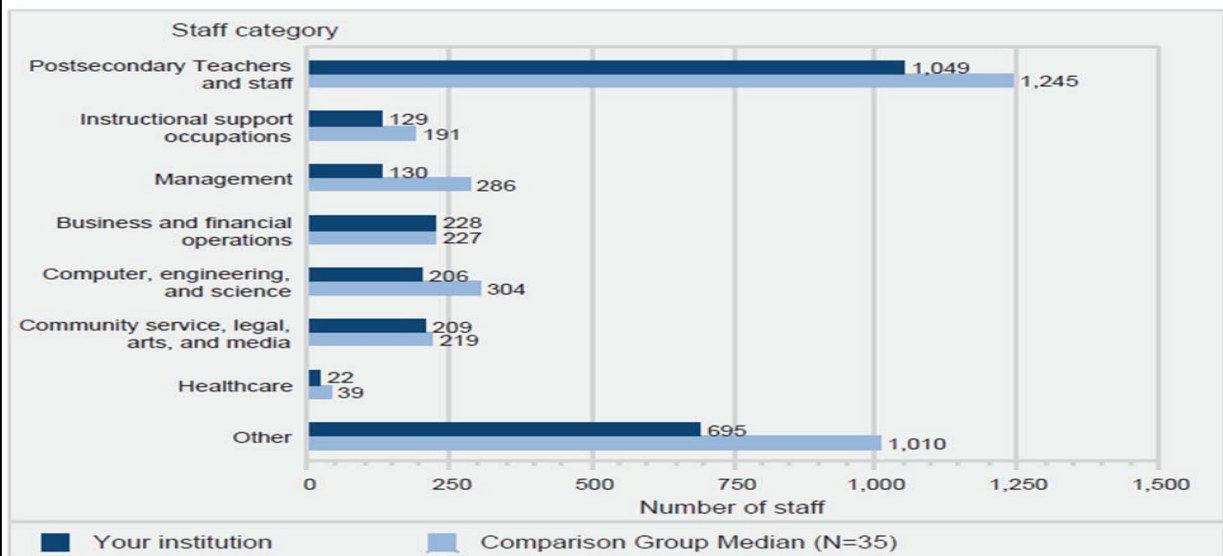
Figure 8. Percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans, by type of aid: 2013-14



NOTE: Any grant aid above includes grant or scholarship aid 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 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.

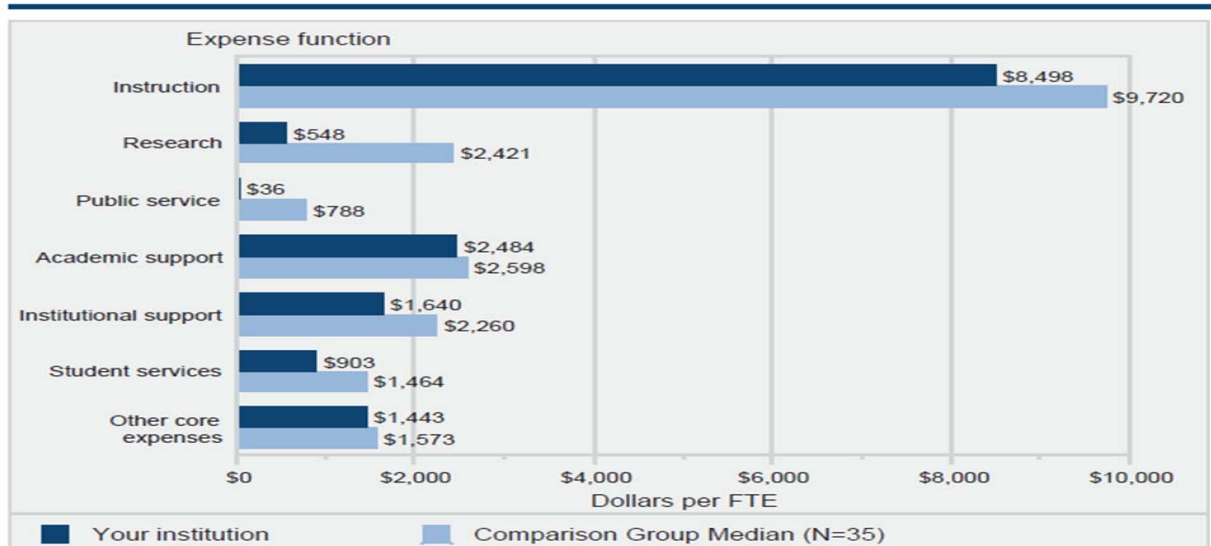
SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Winter 2014-15, Student Financial Aid component.

Figure 17. Full-time equivalent staff, by occupational category: Fall 2014



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 2014, Human Resources component.

Figure 16. Core expenses per FTE enrollment, by function: Fiscal year 2014



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 2014, 12-month Enrollment component and Spring 2015, Finance component.

AFFORDABILITY - HISTORICAL COMPARISONS TO VIRGINIA UNIVERSITIES

The University monitors its cost structure particularly in comparison to other Virginia doctoral institutions. The University consistently has one of the lowest costs for full-time resident and nonresident undergraduate students. Ever mindful of this benchmark, the University's executive leadership remains committed to accessible and affordable education. Consequently, budget development and resource allocation reflect this approach to balancing student, institutional needs, and student affordability.

The following charts comparing the tuition and fee increases at the six research and doctoral institutions will be updated once the boards at the College of William and Mary, Virginia Commonwealth University and George Mason University finalize their 2016-2017 Tuition and Fee Rates.

FULL-TIME <u>RESIDENT</u> UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM & BOARD COSTS (2016-2017)					
Institution	Tuition & E&G Fees	Total Auxiliary Fees	Tuition & Fees	Average Room & Board	Total
CWM*					
UVA	\$ 12,767	\$ 2,149	\$ 14,916	\$ 10,754	\$ 25,670
GMU*					
VCU*					
VT	\$ 10,884	\$ 1,968	\$ 12,852	\$ 8,424	\$ 21,276
ODU	\$ 6,348	\$ 3,698	\$ 10,046	\$ 9,824	\$ 19,870
Avg.					
FULL-TIME <u>NON-RESIDENT</u> UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM & BOARD COSTS (2016-2017)					
Institution	Tuition & E&G Fees	Total Auxiliary Fees	Tuition & Fees	Average Room & Board	Total
UVA	\$ 42,942	\$ 2,149	\$ 45,091	\$ 10,754	\$ 55,845
CWM*					
GMU*					
VT	\$ 28,009	\$ 1,966	\$ 29,975	\$ 8,424	\$ 38,399
VCU*					
ODU	\$ 23,328	\$ 3,698	\$ 27,026	\$ 9,824	\$ 36,850
Avg.					
*CWM, GMU & VCU Boards have not yet met on FY2017 Tuition & Fee Decisions.					

TUITION & FEE TRENDS

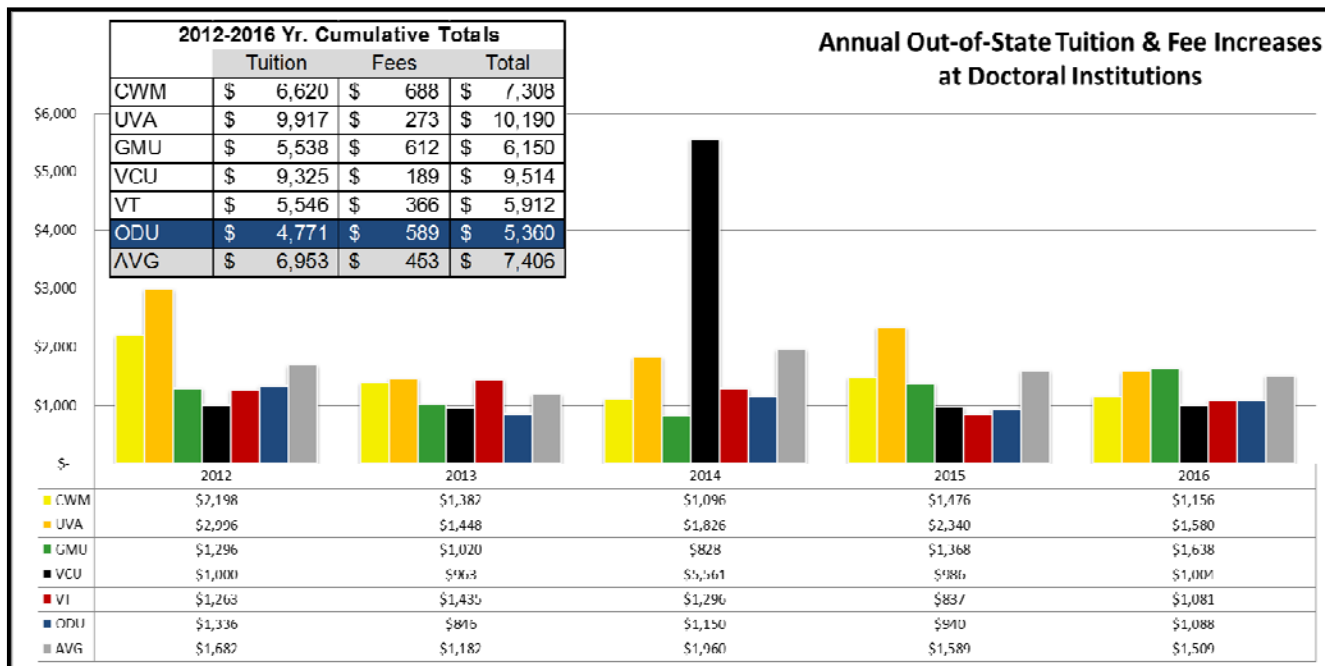
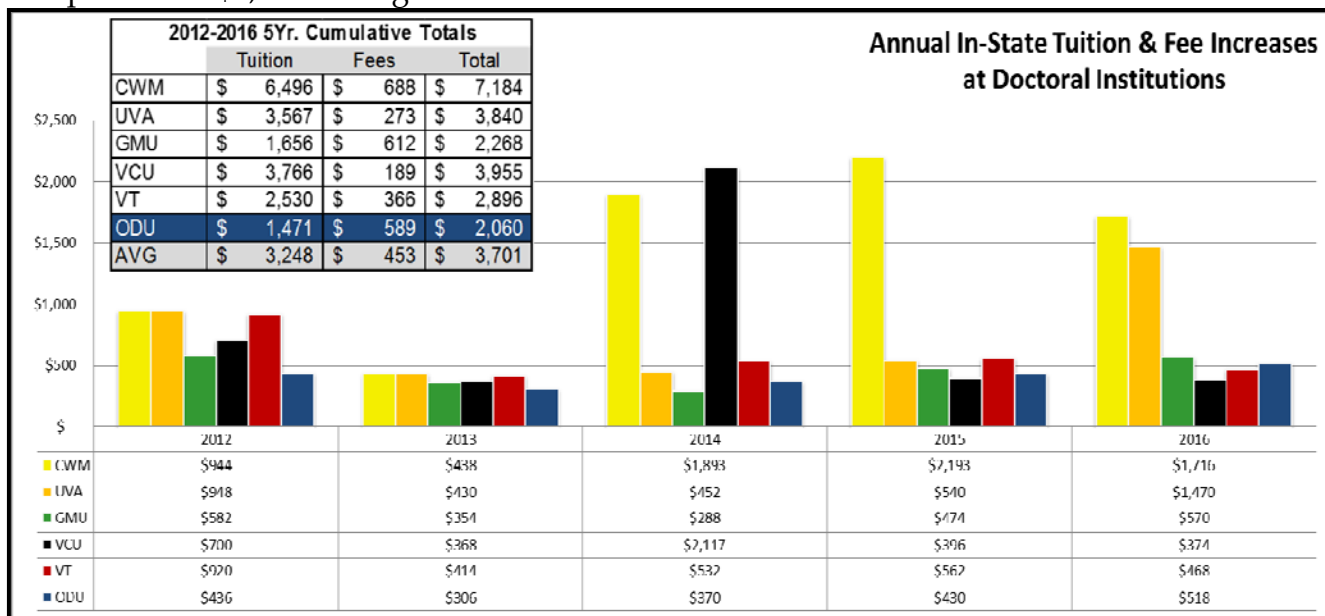
The University's tuition and fee trends over the past five years are cited below and demonstrate the consistent approach to balancing pricing with student affordability and institutional requirements.

OLD DOMINION UNIVERSITY					
Cost of Old Dominion University					
In-State Undergraduate	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Tuition and Fees	\$ 8,450	\$ 8,820	\$ 9,250	\$ 9,768	\$ 10,046
Dollar Change	\$ 300	\$ 360	\$ 430	\$ 510	\$ 270
Health/Transportation Fees	\$ 6	\$ 10	\$ -	\$ 8	\$ 8
Room and Board	\$ 8,547	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824
Total Cost	\$ 16,997	\$ 17,731	\$ 18,518	\$ 19,214	\$ 19,870
Total Dollar Change	\$ 635	\$ 734	\$ 787	\$ 696	\$ 656
Fees include Technology, Transportation, Health and General Service Fees based on 30 credit hours Room and Board reflects a weighted average.					
Out-State Undergraduate	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Tuition and Fees	\$ 23,330	\$ 24,480	\$ 25,420	\$ 26,508	\$ 27,026
Dollar Change	\$ 840	\$ 1,140	\$ 940	\$ 1,080	\$ 510
Health/Transportation Fees	\$ 6	\$ 10	\$ -	\$ 8	\$ 8
Room and Board	\$ 8,547	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824
Total Cost	\$ 31,877	\$ 33,391	\$ 34,688	\$ 35,954	\$ 36,850
Total Dollar Change	\$ 1,175	\$ 1,514	\$ 1,297	\$ 1,266	\$ 896
Fees include Technology, Transportation, Health and General Service Fees based on 30 credit hours Room and Board reflects a weighted average.					
In-State Graduate	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Tuition and Fees	\$ 9,692	\$ 10,158	\$ 10,768	\$ 11,424	\$ 11,768
Dollar Change	\$ 336	\$ 456	\$ 610	\$ 648	\$ 336
Health/Transportation Fees	\$ 6	\$ 10	\$ -	\$ 8	\$ 8
Room and Board	\$ 8,547	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824
Total Cost	\$ 18,239	\$ 19,069	\$ 20,036	\$ 20,870	\$ 21,592
Total Dollar Change	\$ 671	\$ 830	\$ 967	\$ 834	\$ 722
Fees include Technology, Transportation, Health and General Service Fees based on 24 credit hours Room and Board reflects a weighted average.					
Out-State Graduate	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Tuition and Fees	\$ 24,188	\$ 25,422	\$ 26,416	\$ 28,128	\$ 28,976
Dollar Change	\$ 864	\$ 1,224	\$ 994	\$ 1,704	\$ 840
Health/Transportation Fees	\$ 6	\$ 10	\$ -	\$ 8	\$ 8
Room and Board	\$ 8,547	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824
Total Cost	\$ 32,735	\$ 34,333	\$ 35,684	\$ 37,574	\$ 38,800
Total Dollar Change	\$ 1,199	\$ 1,598	\$ 1,351	\$ 1,890	\$ 1,226
Fees include Technology, Transportation, Health and General Service Fees based on 24 credit hours Room and Board reflects a weighted average.					

TUITION AND FEE TRENDS COMPARED WITH OTHER INSTITUTIONS

In comparing the tuition and fee trends over the 2012-2016 period, the following graphs show that Old Dominion University's cumulative increase for both in-state and out-of-state undergraduates was the lowest of all the research and doctoral institutions.

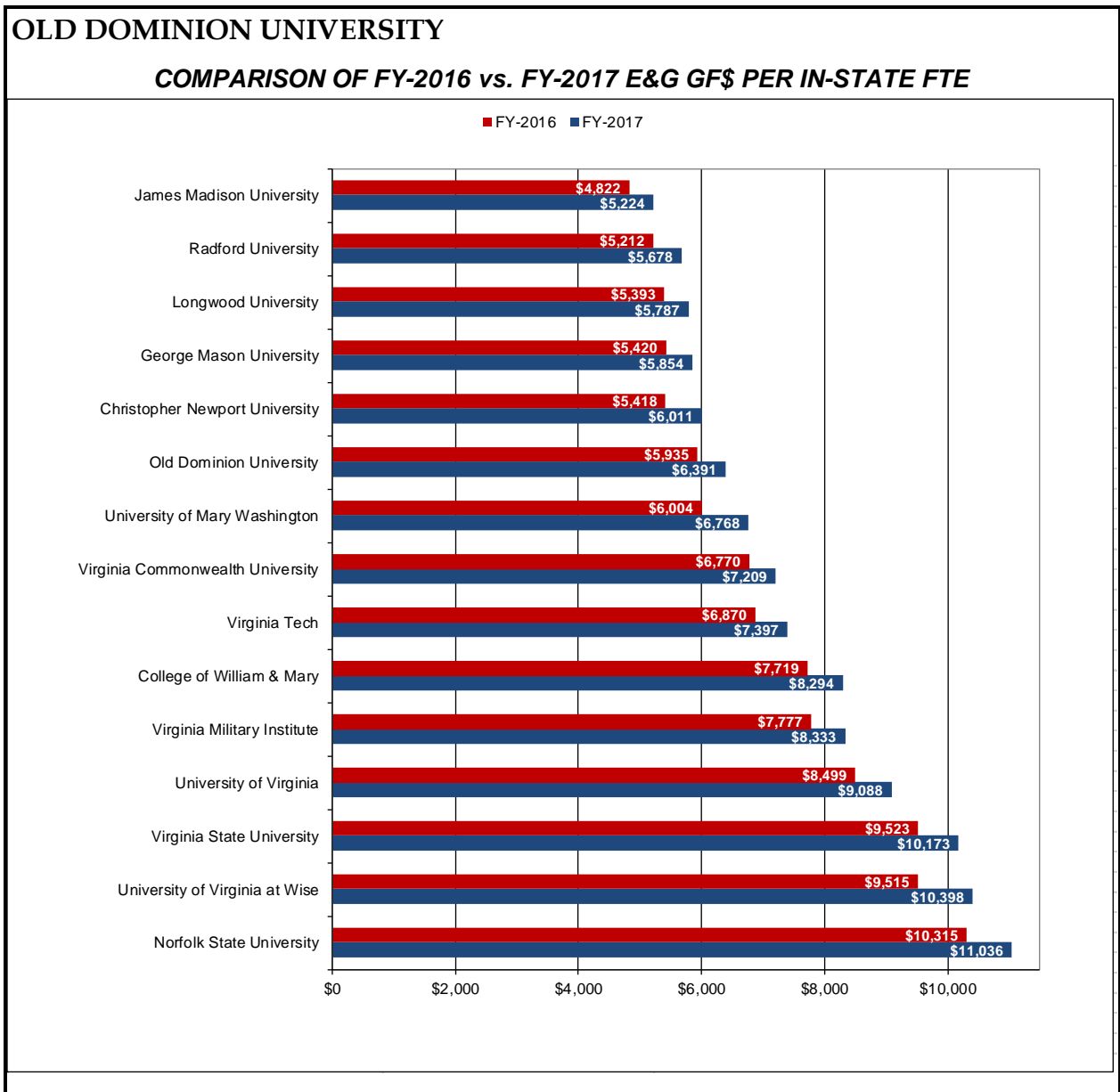
The cumulative increase for Old Dominion University in-state undergraduates over this five-year period was \$2,060 compared to an average of \$3,701 for the doctoral institutions and \$5,360 for Old Dominion University out-of-state undergraduates compared to a \$7,406 average.



STATE (GENERAL) FUNDING PER IN-STATE STUDENT FTE

A preliminary analysis of 2016-2017 General Fund appropriations per in-state, full-time equivalent student reveals that Old Dominion University and George Mason University continue to receive less General Fund support than other doctoral institutions. The following analysis includes agency appropriations only. It does not include the student financial assistance.

The combined low tuition and General Fund support per in-state student FTE indicates that Old Dominion University has fewer resources available as compared to the other Virginia doctoral and research institutions as well as many other 4-year institutions. Nonetheless, the University demonstrates prudent fiscal management by achieving its mission while remaining affordable and accessible.



BASE ADEQUACY MODEL

Since 2001, the Base Adequacy model has been the Virginia public higher education benchmark to assess each institution's E&G funding in relation to a predictive model integrating numerous variables to determine a calculated resource requirement. Each institution's funding, compared to the predictive model, yields a percentage of base funding adequacy. Understandably, the model generates updates of relative calculated resource need based upon the most current data. The last iteration of the model with projected updates (includes the FY2016-2017 Projected Tuition and Fee Increases for Old Dominion University) can be summarized below and demonstrates how ODU's base funding index continues to be the lowest in the state at 92.5%.

Funding for Virginia Higher Education Estimated 2016-17 Funding to Base Adequacy Funding Calculation			
Institution	Calculated Need 1,2	Available Resources 3, 4,5	% of Funding to Guideline
College of William and Mary	153,510,153	191,646,348	124.8%
University of Virginia	509,450,322	624,292,719	122.5%
University of Mary Washington	59,649,313	70,862,342	118.8%
Richard Bland College	9,820,983	11,013,859	112.1%
George Mason University	450,107,614	482,117,349	107.1%
James Madison University	274,144,848	289,479,867	105.6%
Longwood University	66,424,294	69,226,660	104.2%
Norfolk State University	72,043,630	73,404,413	101.9%
Virginia Commonwealth University	572,789,287	580,962,735	101.4%
Virginia Tech	629,901,008	637,630,465	101.2%
Virginia State University	61,770,180	62,412,967	101.0%
Christopher Newport University	69,859,672	69,962,062	100.1%
University of Virginia at Wise	25,324,228	25,167,492	99.4%
Virginia Community College System	928,954,353	921,758,339	99.2%
Virginia Military Institute 6	30,460,977	29,962,797	98.4%
Radford University	123,834,561	121,055,231	97.8%
Old Dominion University 7	306,204,612	283,142,154	92.5%

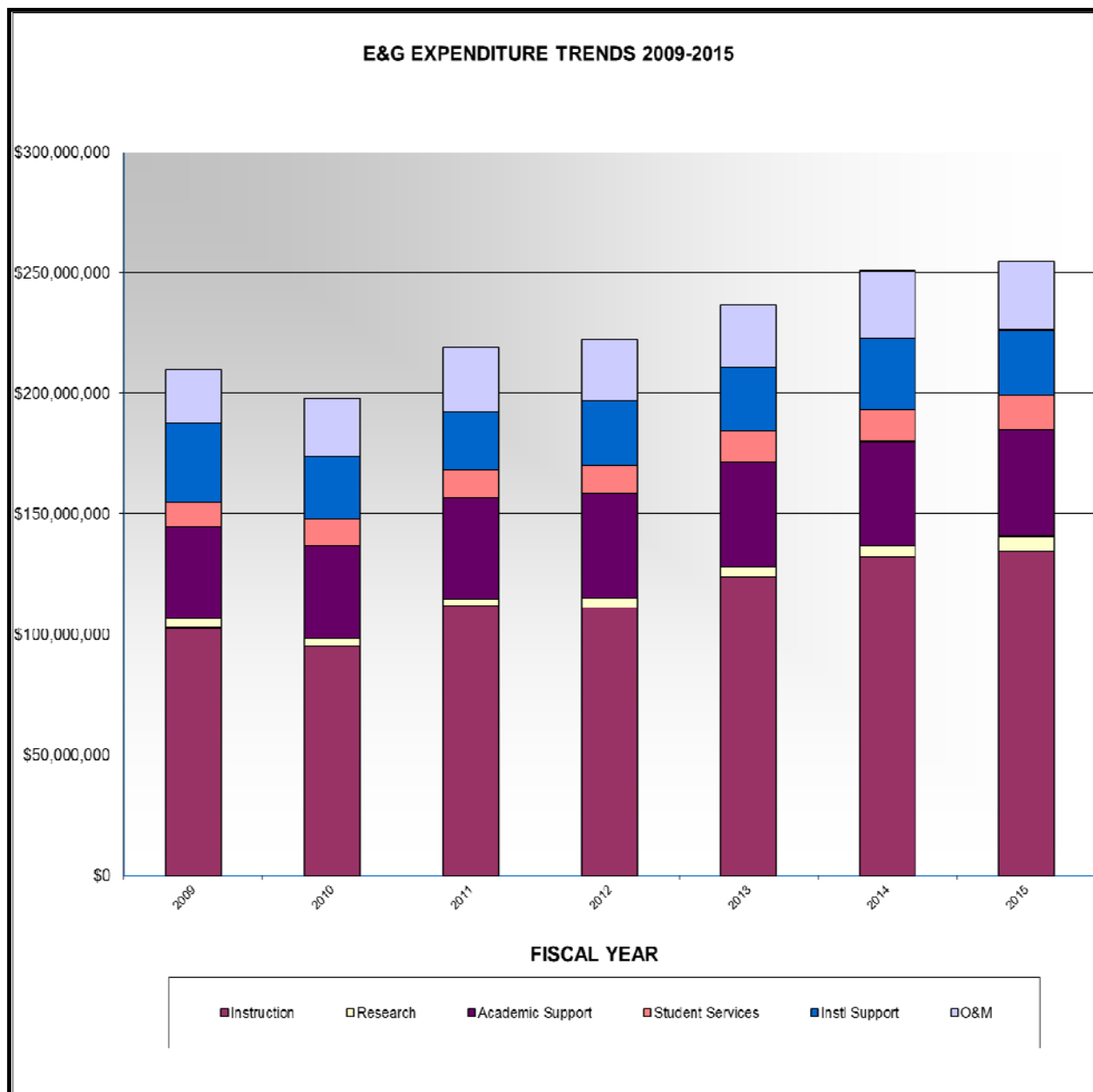
Source: [State Council of Higher Education for Virginia](#)

Notes:

- (1) Based on actual FY 15 student FTE and FY13-FY15 3-year average discipline credit hours.
- (2) The blended salary was derived using the 2016 Activity-Based Budget (ABB).
- (3) Available resources used FY2017 budget from 2016 ABB.
- (4) GF adjustments are OCR funding at NSU and VSU, and VCCS central office (FY16 adjustment).
- (5) NGF includes required funding for programs 101-40, 102 and 103 made in October 2009.
- (6) Available resources are adjusted for "uniquely military" mission.
- (7) ODU Resources adjusted to reflect the enrolled FY17 Budget and FY17 Proposed Tuition Increase

E&G EXPENDITURE TRENDS

The following chart and data are extracted from the Commonwealth's Accounting & Reporting System and portray the pattern of ODU expenditures from 2009-2015. The distribution of functional expense is relatively consistent over the fiscal years while the total resources are strongly correlated with the economy and Commonwealth funding.



E&G EXPENDITURES PER ANNUAL FTE COMPARISON

The following table shows the Expenditures (less Research) per FTE Student. Old Dominion University's ratio of \$12,426 per FTE falls well below the overall average, followed only by Christopher Newport University, Radford University and University of Virginia at Wise as well as, the Commonwealth's Two-Year institutions, Richard Bland and the Virginia Community College System. This comparison shows that Old Dominion University is the lowest of all the doctoral and research institutions and the majority of the comprehensive four-year institutions in its spending per student FTE. In 2014-2015 the University's E&G Appropriation would need to be increased nearly \$81.9 million to equal the average E&G expenditures per student FTE of the Four-Year institutions.

OLD DOMINION UNIVERSITY			
2014-15 Total Educational and General Expenditures per Student FTE (Virginia Public Higher Education Institutions)			
Institution	Total	ANNUAL FTE	Exp per FTE
University of Virginia	\$ 561,722,985	24,024	\$23,382
College of William and Mary	\$ 180,320,049	8,332	\$21,642
Virginia Military Institute	\$ 34,924,812	1,918	\$18,209
Virginia Commonwealth University	\$ 502,467,289	28,665	\$17,529
Virginia Tech	\$ 544,869,566	32,060	\$16,995
George Mason University	\$ 452,030,102	27,749	\$16,290
University of Mary Washington	\$ 62,478,642	4,163	\$15,008
Norfolk State University	\$ 76,879,478	5,388	\$14,269
James Madison University	\$ 280,109,660	20,372	\$13,750
Longwood University	\$ 62,849,121	4,888	\$12,858
Virginia State University	\$ 61,344,145	4,844	\$12,664
Old Dominion University	\$ 254,092,484	20,448	\$12,426
Christopher Newport University	\$ 63,167,052	5,127	\$12,320
Radford University	\$ 116,816,664	9,586	\$12,186
University of Virginia at Wise	\$ 21,361,310	1,779	\$12,007
Total 4 Year Institutions	\$ 3,275,433,359	199,343	\$16,431
Average 4 Year Institutions	\$ 218,362,224	13,290	\$16,431
Richard Bland College	\$ 10,116,410	1,043	\$9,699
Virginia Community College System	\$ 889,075,961	116,249	\$7,648
Total 2 Year Institutions	\$ 899,192,371	117,292	\$7,666
Total	\$ 4,174,625,730	316,635	\$13,184
Sources: SCHEV & FY15 CARS; Annual FTEs 2015 Per SCHEV E5 Report			

CHAPTER 2
FY2016-2018 ACTIONS OF THE GENERAL ASSEMBLY

This section highlights actions taken by the Governor and the General Assembly in the 2016 session regarding the University's General Fund and Nongeneral Fund appropriations for 2016-2017.

STAFF COMPENSATION AND BENEFIT ALLOCATIONS

Compensation Increases

A total of \$1.9 million in general funds are anticipated to fund the state's share of the 3 percent salary increase for full-time teaching, research and administrative faculty, and classified staff effective on November 10, 2016. Institutions have the option to provide an additional compensation increases to employees, however, the average increase shall not exceed 3%. As proposed in this budget, Old Dominion University's compensation plan includes the 3% compensation increase for all full-time employees.

Benefit Cost Increases

It is projected that Health insurance premiums will increase by 9.6% in FY2017 as well as, other nominal cost increases for other benefit categories. While the state provides a portion of the funding for benefit increases, the University is responsible for covering the remaining portion on Educational and General positions and 100 percent of the cost for Auxiliary and Student-Fee supported positions.

The chart below details the projected compensation and benefit costs for FY2017.

MANDATED COMPENSATION AND BENEFIT INCREASES	STATE FUNDED	UNIVERSITY FUNDED	TOTAL
Teaching & Research Faculty: 3% Compensation Adj.	\$656,612	\$888,358	\$1,544,970
Classified Staff: 3% Compensation Adj.	\$822,057	\$0	\$822,057
Administrative Faculty: 3% Compensation Adj.	\$221,910	\$300,230	\$522,140
Benefits Cost Increases	\$1,890,016	\$1,610,014	\$3,500,030
FLSA RESERVE	\$0	\$304,816	\$304,816
TOTAL STATE MANDATED COSTS	\$3,590,595	\$3,103,418	\$6,694,013

BASE OPERATIONS AND STUDENT FINANCIAL AID

Access and Affordability

Old Dominion University received \$4.5M from the general fund to support the goals of access, affordability, quality and increased degrees. In addition, the university received \$409,200 base and \$55,900 one-time from the general fund to support the creation of the Commonwealth Center for Recurrent Flooding Resiliency.

Student Financial Assistance

The state appropriation included \$4.3M in additional need based financial aid for in-state students. This additional appropriation is shifted to SCHEV in the second year of the biennium, and will be re-distributed by SCHEV upon the recommendations of the Joint Subcommittee on the Future of Competitiveness of Virginia Higher Education. In addition, the university also received \$326,180 in base support for Graduate Student financial assistance in FY2017 and an additional \$146,781 in FY2018.

Equipment Trust Fund

The 2016-2017 Equipment Trust Fund (ETF) allocation for Old Dominion University increased to \$5.3M. These funds will be used to support technological initiatives such as replacement of obsolete instructional equipment in mediated classrooms and student computer labs, faculty and staff workstations, and research start-up equipment needs. In addition, \$400,000 of ETF resources are to be utilized to procure initial instructional equipment requirements for the Virginia Degree Completion Network (VDCN).

LANGUAGE AMENDMENTS

Tuition and Fees

Given the increased investment from the general fund during this biennium, it is the expression of the General Assembly that the institution seek to minimize tuition and fee increases for in-state undergraduate students. This language shall be in effect for the 2016-2018 biennium only. The Board of Visitors shall set the tuition rates for the institution, and forward their action to the State Council of Higher Education for Virginia within three business days of such action. The Council shall analyze the Board's actions and report such analysis to the Chairmen of House Appropriations and Senate Finance Committees within three business days of receipt, at which point, the Board's action shall be final. The Director of the Council shall report the final Board actions to the Chairmen by August 1, 2016 and August 1, 2017.

Virginia Degree Completion Network (VDCN)

The General Assembly place \$1,000,000 the first year and \$2,000,000 the second year from the general fund with SCHEV as designated for the Virginia Degree Completion Network (VDCN). The State Council of Higher Education for Virginia shall work with George Mason University and Old Dominion University to develop a plan for the Network to serve adult learners, nontraditional students, and other students seeking access to an on-line degree program that is more cost-effective than a traditional degree.

CAPITAL OUTLAY APPROPRIATIONS

Maintenance Reserve Funds

The amount of Maintenance Reserve funding has been a function of the Commonwealth's budget and the economy. These funds are used cover repair costs aimed at maintaining or extending the useful life of facilities, such as roofs, heating and

cooling, and electrical systems. ODU's Maintenance Reserve allocation increased from \$2,076,249 to \$2,232,655 for fiscal year 2017.

Capital Outlay Projects

The 2016-2018 biennial budget includes approval for construction of the Chemistry Building (\$71M) and approval for planning for the Health Sciences Building (\$74M).

Capital Procurement Process

Language was included in the Appropriation Act to provide for improvements to the capital procurement process and the selection of procurement methods for capital projects. While the competitive sealed bid process is the preferred method of construction procurement, the language included guidelines for those public bodies, institutions of higher education and state agencies considering the use of Design Build or Construction Management procurement methods for capital projects.

CHAPTER 3 2016-17 BUDGET SUMMARY

This section provides an overview of the University's 2016-2017 Operating Budget. Some significant elements in the proposed plan are presented below.

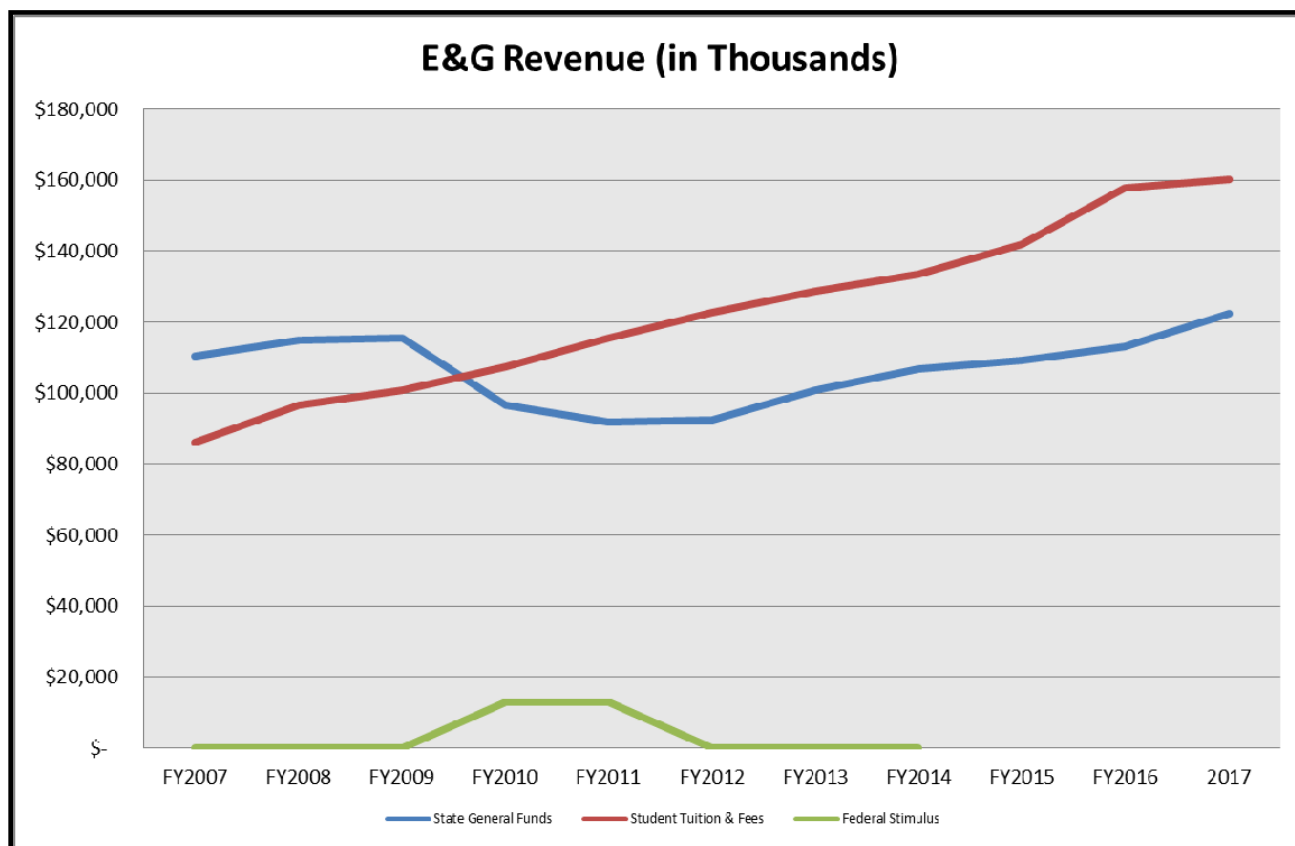
- The budget is based on conservative assumptions related to enrollment projections, revenue calculations and expenditure estimates as contained in the University's Six-Year Enrollment Plan.
- The budget balances revenues and expenditures within the University's E&G programs and other operating funds and contributes approximately \$5.6 million to the Auxiliary Capital Reserve. This reserve contribution is consistent with planning for the use of these resources to accomplish future initiatives. Adequate reserves are provided within the budget to address changes in key planning assumptions.
- The 2016-2017 Budget and Operating Plan assumes the following tuition and fee increases will go into effect with the Fall 2016 semester:

Category	\$ Increase
In-State Undergraduate	\$270
Out-State Undergraduate	\$510
In-State Graduate	\$336
Out-State Graduate	\$840
Health Fee	\$4
Transportation Fee	\$4
Average Room & Board	\$378

The tuition and fee trends for the past five years are presented on page 12.

The proposed total University's resource budget for 2016-2017 is \$622.7 million, a 2.9% increase over the final 2015-2016 operating budget. This overall increase is attributed to the combined effects of the general and central fund allocations, tuition and fee increases, and increases in auxiliary services revenues. The budget consists of the following components: the E&G Programs budget, the Auxiliary Services budget, grants and contracts, gifts and discretionary income, scholarships, and student loan funds/direct federal lending. The E&G Programs budget, which includes both General and Nongeneral funding sources, is composed primarily of expenditures in the Instructional and Academic Support Programs. A total of 66.15% of the E&G expenditures are allocated to the Academic Enterprise. The remaining 33.9% support Research, Public Service, Student Services, Institutional Support, Operations & Maintenance of Plant and Scholarships and Fellowships.

The E&G budget revenue mix the last ten years (2006-2007 to 2016-2017) is illustrated in the following chart which shows a dramatic shift in the University's Educational and General revenue from State General Funds to Student Tuition and Fees as a result of the Commonwealth's funding actions.



As noted in the graph, General Fund support for the E&G programs (excluding state student financial aid) increased from \$110.3 million in FY2007 to a high of \$122.5 million in FY2017. Federal stimulus funds were provided in FY2010 and FY2011 to mitigate the loss of state general funds during that time period. For 2016-2017, the General Fund will constitute 43.3 percent of the total E&G Operating Budget while Nongeneral Funds will comprise 57.3 percent.

Student tuition and fee revenue appropriation increased from approximately \$86.2 million in FY2007 to approximately \$160.2 million in FY2017. Based on conservative budget decisions, the revenue generated by Commonwealth General Funds and the tuition and fee increases will provide adequate funding to support the 2016-2017 Operating Budget and Plan as detailed in the next chapter.

CHAPTER 4 2016-2017 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2016-2017 Educational and General Budget is based on the institution's strategic program priorities as approved by the Board of Visitors in December 2014. New central funds appropriated by the General Assembly were specifically earmarked for the general fund share of base compensation & benefit cost increases, the creation of the Center for Recurrent Flooding Resiliency, and to enhance university operation for access and affordability of higher education. The University's tuition and fee increase enabled the maintenance of base mandatory cost increases, investments in faculty, and critical support services, student success and retention. Principally, the University has significantly reallocated existing resources and maximized funding by creating one-time monies from those funds associated with the recruitment cycle of new faculty and staff positions to fund many strategic initiatives.

The major base and one-time funded E&G budget initiatives follow:

ENHANCE THE UNIVERSITY'S ACADEMIC AND RESEARCH EXCELLENCE

Faculty Positions

Ten (10) new faculty positions will be created in support of critical and high demand academic programs and to further improve the student faculty ratio. Emphasis will continue to be placed on supporting STEM/H areas (Science, Technology, Engineering, Mathematics, and Health Sciences) with the creation of these new faculty lines.

Strategic reallocations of faculty positions and academic resources \$500,000 will be implemented along with \$332,000 of new base resources to address critical faculty lines and academic support functions.

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 \$587,000 will be allocated in the upcoming year for this purpose. In addition, to attract well-qualified faculty \$200,000 in one-time funds will be used to establish start-up packages.

Technology Investments

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

Graduate School Reserve

A reserve fund has been created to designate with a combination of \$248,000 base and \$25,000 of one-time resources.

Distance Learning

Strategic resource reallocations of \$1.9M will be implemented to further the market expansion plan for online course delivery.

Research Initiatives

General Fund support for the Center for Recurrent Flooding Resiliency will provide \$409,200 of base and \$55,900 of one-time resources for creation of the center. In addition, one-time funding will be allocated to support laboratory operations and expansion of Undergraduate 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, Mediated Classrooms and Student Laboratories.

STUDENT SUCCESS

Academic Success Advisors

Two (2) new advising positions will be created to provide critical support services to enhance student success and retention.

Recruitment and Retention Initiatives

Targeted initiatives will be implemented to increase student success support services and to further strategic recruitment and retention investments. In addition to base funding of \$200,000 and one-time funding of \$350,000 for recruitment and retention initiatives, \$85,000 of base resources will be allocated to enhance the Learning Community Programming, \$40,000 of one-time resources to enhance the Learning Commons Operations, and the creation of a new position (1 FTE) for the Parent Support Program. Base funding of \$225,000 will be allocated to continue utilization of the Student Services Call Center and five (5) new positions will also be created to form a new Distance Learning Support Team.

Enrollment Management Plan Support

Marketing and advertising in support of student recruitment will be supported with a one-time reallocation of \$1.3M

The university will also enhance need-based student financial assistance with \$2.2M of university funding and externally funded resources.

ENRICH THE QUALITY OF UNIVERSITY LIFE

Equity, Diversity, QUL, and Employee Training

Reallocation of \$33K and \$83K in one-time resources will be made in support of QUL and Staff training initiatives and Equity and Diversity initiatives.

Human Resources Staffing

Base resources will fund the creation of a new position in Human Resources to support Benefits Management and one-time resources for continued staffing for overall operational support.

Financial Services Staff

Investment base resources to create a new position in support of Financial Services / Tax Compliance.

Public Safety Initiatives

Base funding in support of the Public Safety Officer Retention program and one-time resources to support upgrades to the 911 System.

ENGAGE WITH THE GREATER COMMUNITY

Continuing Education and Professional Development Investments

Investment of \$408,708 (\$150,000 in one-time and \$258,000 in reallocations) will be made to enhance the university infrastructure to support the delivery of the eight-week courses and staffing.

State of the Region and Commonwealth

Base investment of \$43,000 in support of the on-going analysis and publications.

University Advancement Staffing

Investments will fund the creation of an additional Major Gift Officer and Planned Giving Officer.

MANDATORY COST INCREASES

Compensation and Benefits

State mandated compensation and benefit cost increases will be supported with \$3.5M of new state funding and \$3.1M of university funding. A total of \$6.7M will be allocated to support compensation and benefits of university employees.

MANDATED COMPENSATION AND BENEFIT INCREASES	STATE FUNDED	UNIVERSITY FUNDED	TOTAL
Teaching & Research Faculty: 3% Compensation Adj.	\$656,612	\$888,358	\$1,544,970
Classified Staff: 3% Compensation Adj.	\$822,057	\$0	\$822,057
Administrative Faculty: 3% Compensation Adj.	\$221,910	\$300,230	\$522,140
Benefits Cost Increases	\$1,890,016	\$1,610,014	\$3,500,030
FLSA RESERVE	\$0	\$304,816	\$304,816
TOTAL STATE MANDATED COSTS	\$3,590,595	\$3,103,418	\$6,694,013

Facility Operations

In addition to the maintenance reserve program (\$2.2M), investments of \$707,000 will be made in support of operational cost increases of new and existing facilities.

NEW E&G INVESTMENTS

The following list details the E&G initiatives funded in this budget pursuant to internal budget collaborations among the Vice Presidents. The list is presented as base initiatives and one-time funded by Vice Presidential area.

FY2017 EDUCATION & GENERAL OPERATING BUDGET & PLAN				
Area	Description	Base	One-Time	Re-Allocations / Reserves
Total Investments		13,488,428	1,854,836	4,232,233
Administration & Finance		1,282,521	150,000	30,967
	International Tax Compliance (1 FTE)	75,405		
	Mandatory Cost Increases - Operations (Utilities & Leases)	400,600		
	Operations & Maintenance of New Facilities (4 FTE)	306,516		
	Re-allocations in support of Operational Priorities			30,967
	Technology Infrastructure to support delivery of 8-Week Courses		150,000	
	Technology: Core Academic Support, Infrastructure and Computational Research (1 FTE)	500,000		
Academic Affairs		2,338,368	188,500	2,901,266
	Academic Support: Distance Learning Support Team (5 FTE)	200,000	85,000	
	Academic Support: Re-allocations for Institutional Effectiveness			41,953
	Re-allocations for the College of Continuing Education & Professional Development			258,708
	Academic Support: Re-allocations in support of Faculty Development & Diversity			20,000
	Academic Support: State of the Region and Commonwealth	43,060		
	Expanded Support Undergraduate Research		38,500	
	Faculty Promotions & Retention	587,000		
	Faculty: Reserve for Recruitment and Transition for Academic Deans in Arts & Letters and Engineering (2 FTE)	331,848		200,000
	Faculty: Investment in new Teaching and Research Faculty (10 FTE)	843,460		240,000
	Faculty: Strategic Re-Allocations of Faculty Positions in Sciences & Sea Level Rise			250,684
	Graduate School Reserve	248,000	25,000	
	Re-allocations in support of the Online Program Market Expansion Plan			1,889,921
	Student Success: Learning Commons Operations		40,000	
	Student Success: Learning Community Programming	85,000		
Human Resources		54,840	62,451	0
	Institutional Support: Benefits Management (1 FTE)	54,840		
	Institutional Support: Quality of University Life		35,000	
	Institutional Support: Staff Support / Operations		27,451	
President's Area / COO		65,000	197,985	1,300,000
	Equity & Diversity Initiatives		47,985	
	Public Safety: 911 Secondary Answering Point Upgrades & Officer Retention Program	65,000	150,000	
	Targeted Marketing & Advertising for Student Recruitment			1,300,000
Research		409,200	455,900	0
	Research Faculty Retention and Recruitment / Start-up Packages		200,000	
	Research Laboratory Operations		200,000	
	Center for Recurrent Flooding Resiliency (4 FTE)	409,200	55,900	
SEES		760,085	300,000	0
	Continued Investment in Student Support Services / Call Center	225,000		
	Student Recruitment and Enrollment Initiatives	200,000	300,000	
	Student Success and Retention: Advisors (2 FTE)	273,390		
	Student Success and Retention: Parent Support Program (1 FTE)	61,695		
University Advancement		215,933	0	0
	Enhance Development Office Staffing: Major Gifts (1 FTE)	106,253		
	Enhance Development Office Staffing: Planned Giving (1 FTE)	109,680		
Central Funds		8,362,481	500,000	0
	Mandatory Costs: Compensation Adjustments 3%	2,889,167		
	Mandatory Costs: Employee Benefits	3,500,030		
	Reserve for FLSA	304,816		
	Student Financial Assistance: Enhancements	1,500,000	500,000	
	Student Financial Assistance: Mitigation	168,468		

CHAPTER 5
2016-2017 AUXILIARY SERVICES PROGRAM PRIORITIES

The University's FY2016-2017 Auxiliary Services budget reflects a total addition of \$5.6 million to the Auxiliary Capital Reserve Fund for the next fiscal year. Overall adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for 2016-2017 and beyond. Rate and fee increases were held to a minimum and will be primarily used to address increases in mandatory salary and health care benefit increases for auxiliary services and programs, additional merit-based scholarship funding, reserve for capital investments, intercollegiate athletic scholarships and at the request of the Student Government Association, additional funding for student organizations and clubs. No state funds are received to support auxiliary service operations and no student fees are used to support any Conference USA cost increases.

Student Activity Fee Increase

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

- Student organizations and clubs
- 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 2016-2017 Tuition and Fee Proposal includes \$3.83 per credit hour increase in student activity fees, which will be used to support the following student-fee supported expenditures:

FY2016 Student Fee Per Credit Hour	\$110.18	Fee Allocation
Compensation & Benefits Cost Increases (net IDC savings)	\$0.14	\$51,457
Reserve for Capital Investments	\$1.33	\$500,000
Merit-Based Financial Aid	\$1.15	\$431,818
Athletic Band Operations	\$0.28	\$104,000
Student Organizations and Clubs (SGA request)	\$0.53	\$200,000
Intercollegiate Athletic Scholarships	\$0.36	\$135,395
Athletic Fund Raising Software	\$0.04	\$15,000
FY2017 Student Fee per Credit Hour	\$114.01	\$1,437,670
Dollar Increase per Credit Hour	\$3.83	
Annual Increase for Full-time In-State Undergraduate	\$114.90	

Student Housing and Food Services

The room and board rates were increased by an average of 4 percent or \$378 for 2016-2017. Housing rates increased an average of 4 percent and meal plan rates increased an average of 5 percent. Revenue estimates were based on conservative occupancy rates. The University continues to develop multi-year improvement plans for facilities in order to ensure that residence halls remain competitive with the surrounding area and other state institutions. The housing revenue will cover compensation and benefit increases, additional Residence Hall Director and seven Resident Assistant positions, stipend increase for student members of the Residence Hall Association, expanded coverage to include additional student wage funds for the night desk receptionist and office assistants as well as operating funds for move-in support and communications. It is expected that Housing will contribute approximately \$2.1M to fund balance to support the expansion of on-campus housing. The increase in the meal plan rates will be used to support the operations and debt service on the new dining facility in addition to contributing approximately \$734,000 to the fund balance for future operational and maintenance needs.

Student Health Center

The Student Health Fee will increase from \$80 to \$82 per semester. The increase in the health fee will support staff compensation and benefit increases, convert a nursing and clinical supervisor position from 11 to 12 months, and contribute to the fund balance for the future relocation of the Student Health Center.

Intercollegiate Athletics

In addition to the \$135,395 in student fees to support athletic scholarships, Intercollegiate Athletics will generate \$871,743 in resources either through reallocations or support from the Intercollegiate Athletic Foundation to establish academic advisor and athletic trainer positions and fund the cost of attendance proposal. In addition, one-time allocation of \$1.7M will be used to replace the field hockey turf and purchase furniture and equipment for the LR Hill Expansion and new Basketball facility.

The FY2017 Intercollegiate Athletic Budget was established in accordance with House Bill 1897. 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.

Parking Services

The transportation fee will increase from \$55 to \$57 per semester, but there are no proposed increases in parking fees or fines. The increase will be used to cover the salary and benefit increases and ongoing operational and maintenance costs for the parking facilities and lots.

Auxiliary Capital Reserve

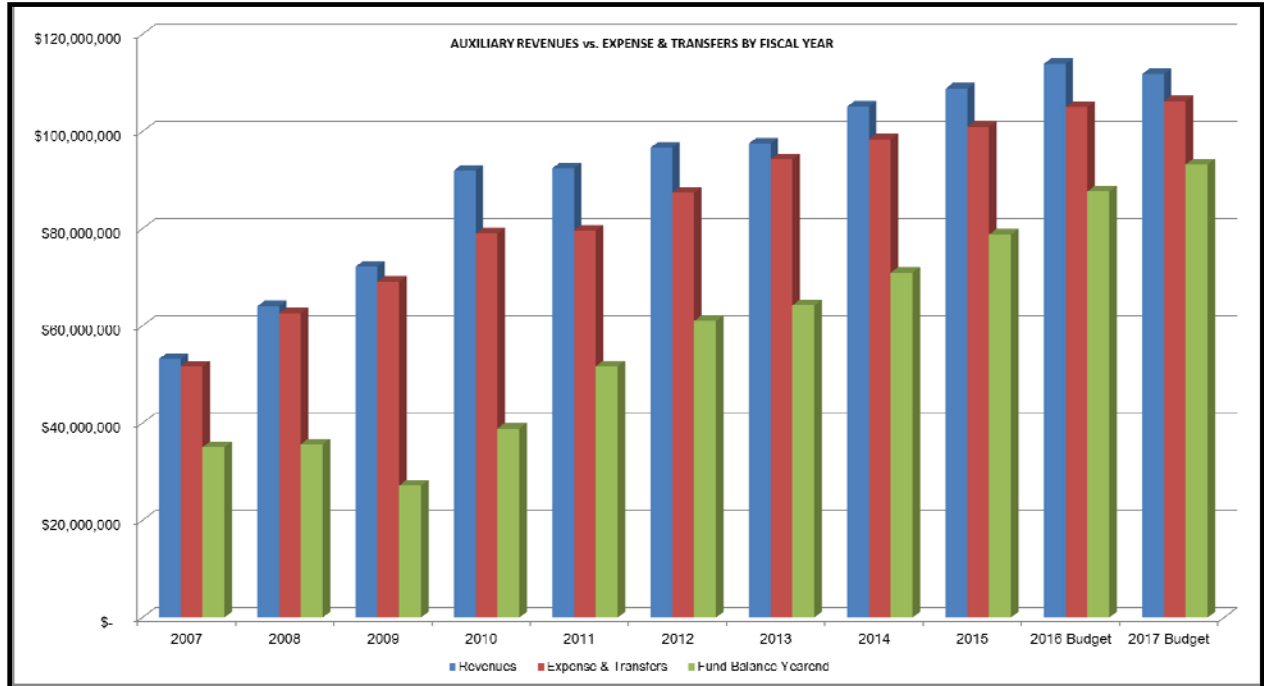
The Auxiliary Capital Reserve established in fiscal year 2013 for the purpose of accumulating funds to implement the Capital Master Plan as it relates to auxiliary facilities, such as residence halls, the Webb Center Student Union, Student Recreational Center and Intercollegiate Athletic Facilities. As of June 2016, this reserve will have a fund balance of approximately \$14.9 million.

AUXILIARY SERVICES BUDGET SUMMARY

(In Thousands)	BUDGET 2015-16	BUDGET 2016-17
RESIDENCE HALLS		
Revenues	\$ 31,995	\$ 32,804
Expense	\$ 29,526	\$ 30,721
Net	\$ 2,469	\$ 2,083
FOOD SERVICES		
Revenues	\$ 5,030	\$ 5,252
Expense	\$ 4,410	\$ 4,518
Net	\$ 620	\$ 734
STUDENT SERVICES		
Revenues	\$ 11,324	\$ 11,033
Expense	\$ 11,252	\$ 10,908
Net	\$ 72	\$ 125
STUDENT ATHLETICS		
Revenues	\$ 38,033	\$ 36,600
Expense	\$ 37,385	\$ 38,154
Net	\$ 649	\$ (1,554)
BOOKSTORE		
Revenues	\$ 651	\$ 650
Expense	\$ 651	\$ 648
Net	\$ -	\$ 2
OTHER SERVICES (Parking, Rec Centr, Convocation Center..)		
Revenues	\$ 26,863	\$ 25,468
Expense	\$ 21,819	\$ 21,286
Net	\$ 5,044	\$ 4,182
TOTAL AUXILIARY ENTERPRISES		
Revenues	\$ 113,896	\$ 111,808
Expense	\$ 105,043	\$ 106,236
Net	\$ 8,853	\$ 5,572
Commitment to Auxiliary Capital Reserve	\$ 8,853	\$ 5,572
Contributions to/(Use of) Fund Balance	\$ 0	\$ 0

AUXILIARY BUDGET TRENDS

The following chart demonstrates the totality of the University's auxiliary operations since 2007. The nature of these diverse auxiliary operations requires operating and maintenance fund reserves for planned renewals.



CHAPTER 6 UNIVERSITY REVENUE SUMMARY

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

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

The following graphs summarize the sources of the University's revenue for 2015-2016.

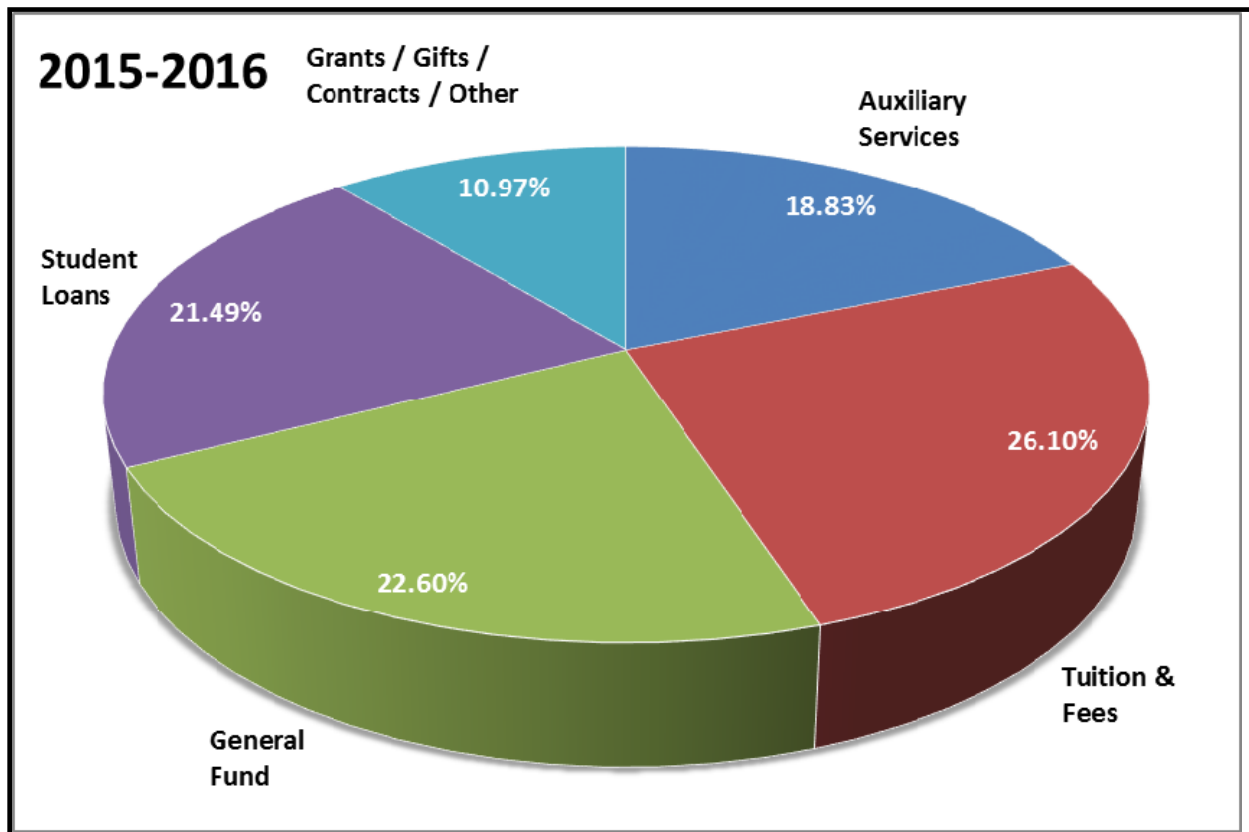
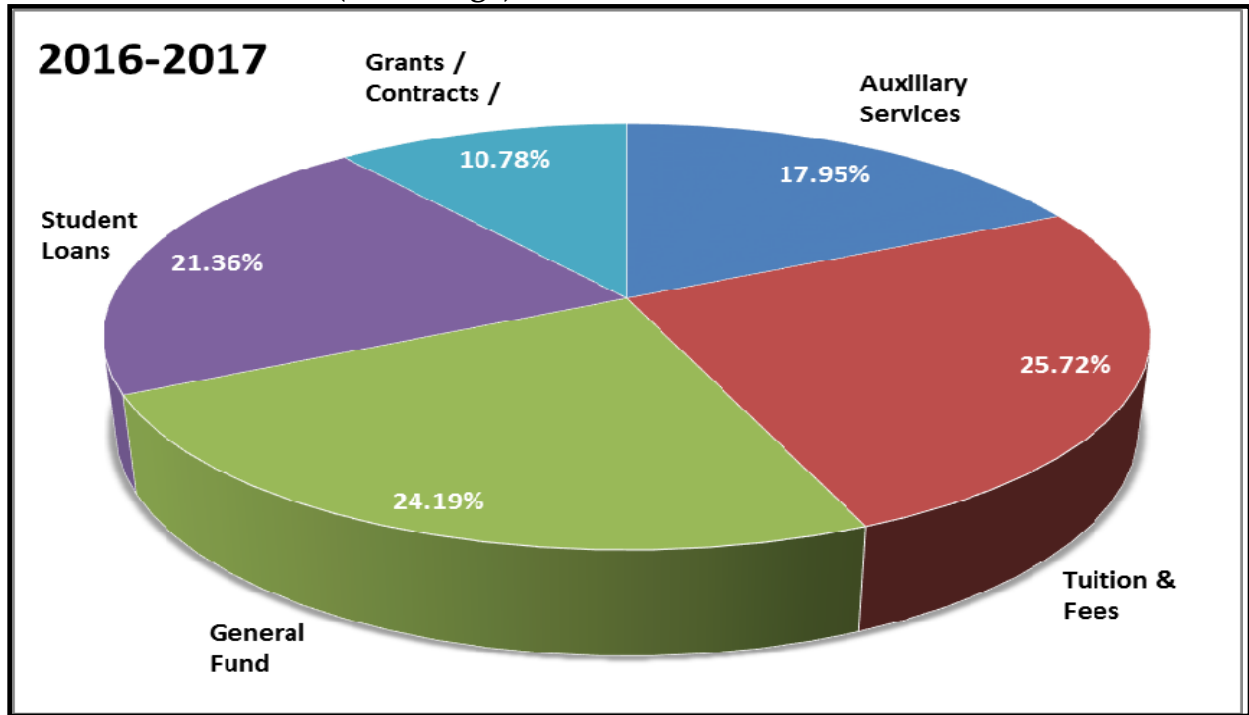
- Pie graphs comparing 2015-2016 Final Budget to 2016-2017 Proposed Budget by revenue fund source (Educational and General, Auxiliary, Grants/Contracts/Gifts, and Student Loan Funds revenue).
- Bar graph comparing 2015-2016 Final Budget to 2016-2017 Proposed Budget by major revenue sources
- Bar graph comparing 2015-2016 Final Budget to 2016-2017 Proposed budget of Auxiliary Services Revenue.

TOTAL REVENUE COMPARISONS

2016-2017: \$622,744,000

2015-2016: \$604,804,000

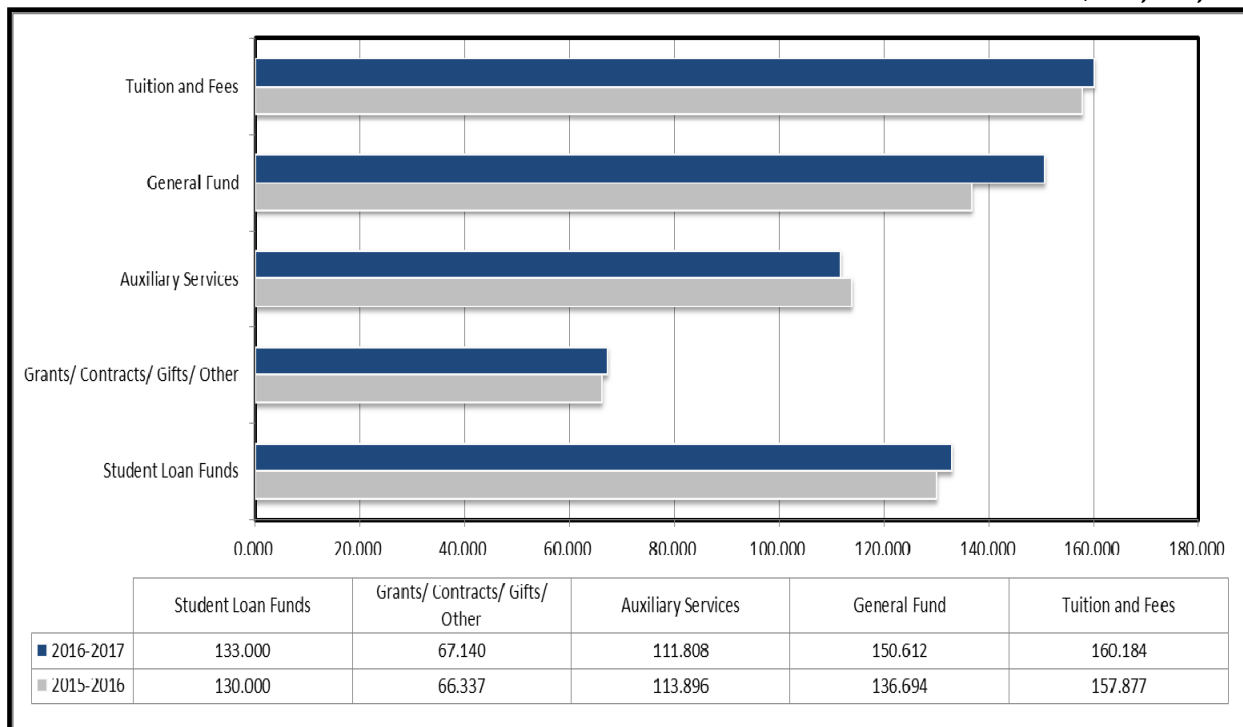
PRIMARY SOURCES (Percentage)



BY PRIMARY SOURCES (Dollars)

2016-2017: \$622,744,000

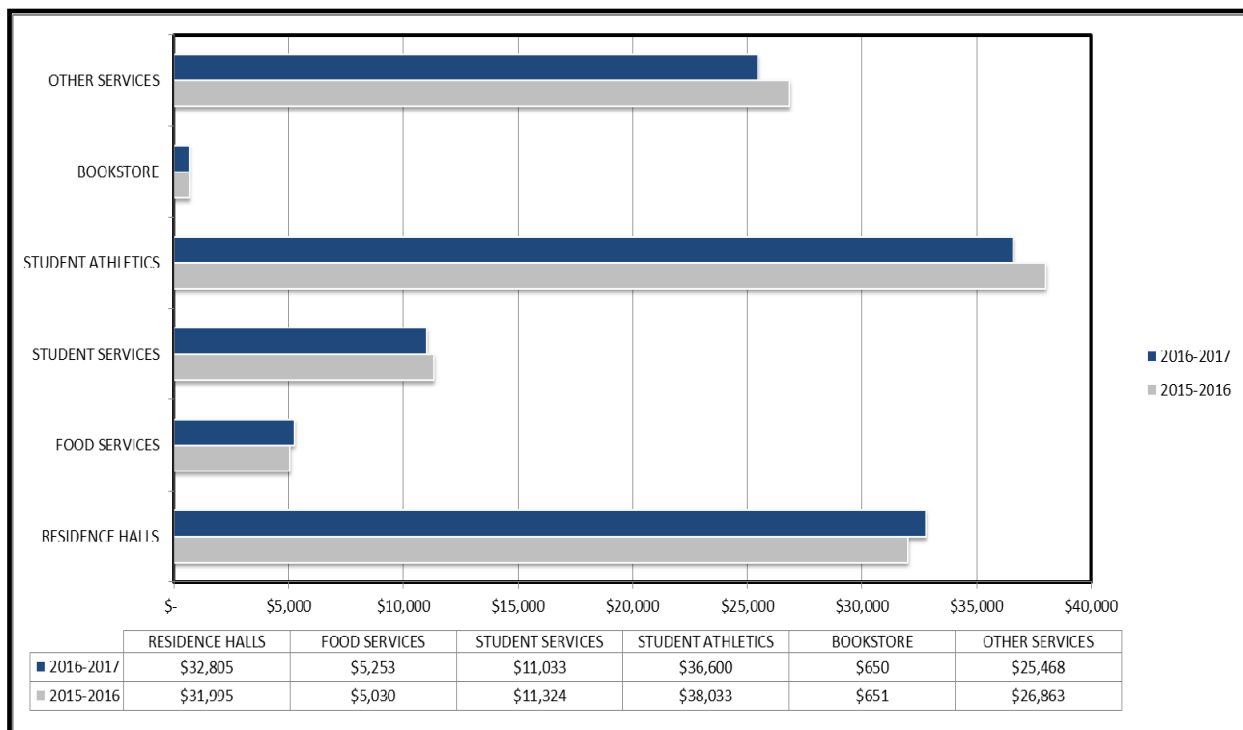
2015-2016: \$604,804,000



AUXILIARY SERVICES REVENUE COMPARISON

2016-2017: \$111,808,000

2015-2016: \$113,396,000



CHAPTER 7 UNIVERSITY EXPENDITURE SUMMARY

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

Educational and General Programs (E&G):

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

Auxiliary Services:

- Expenditures by Program Functions

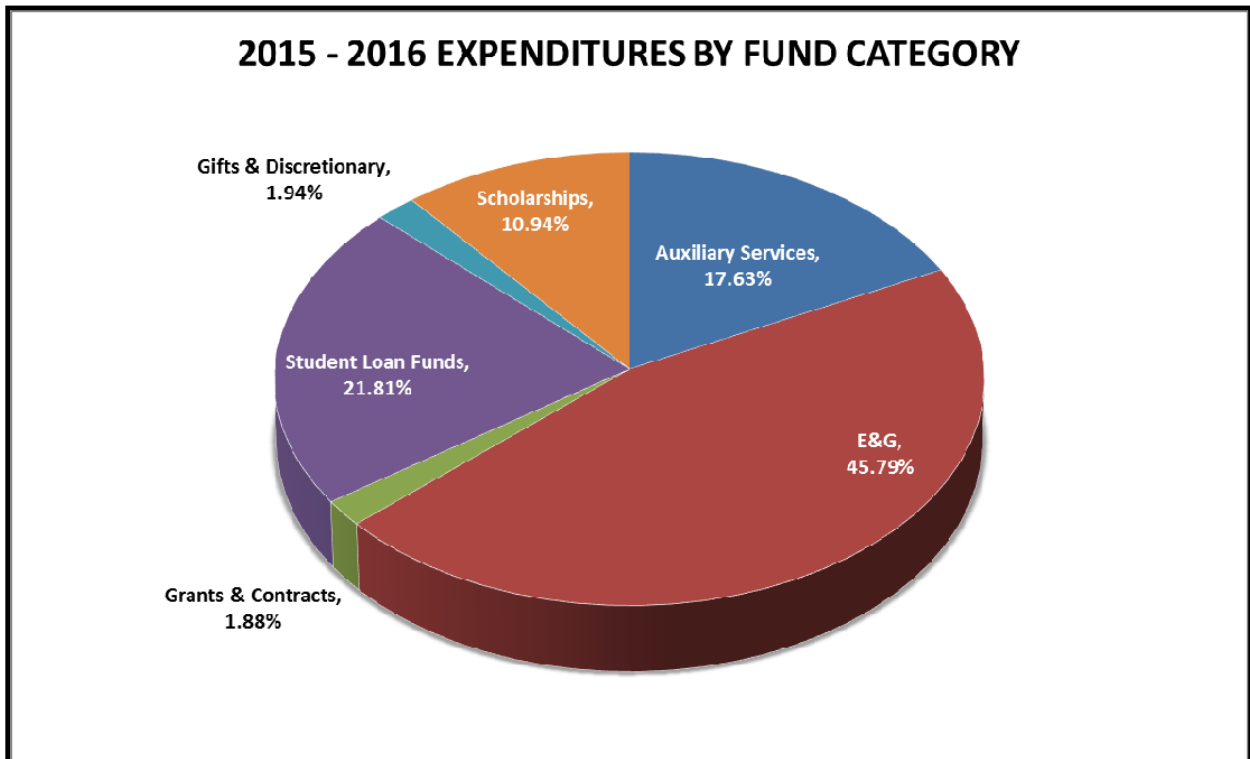
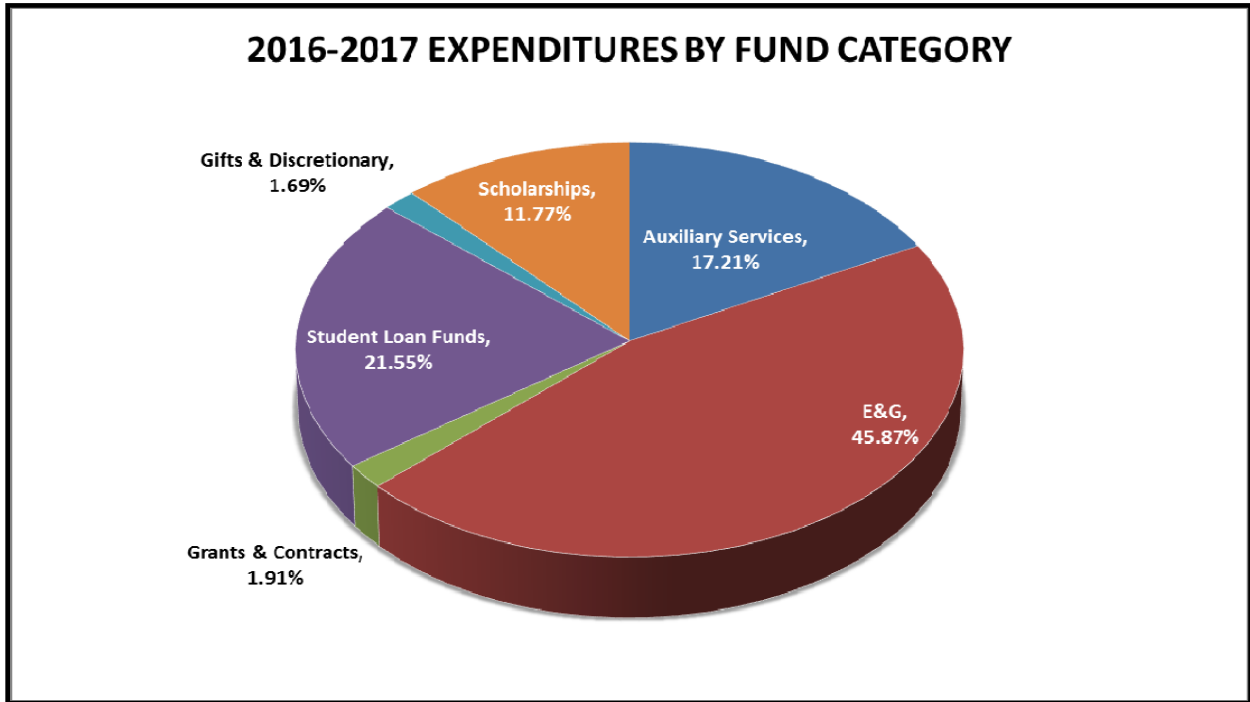
The following graphs summarize the uses of the funds within each of these two categories by program and major expense.

- Pie graph 2016-2017 - Total Expenditures by Fund Category
- Pie graph 2016-2017 - E&G by Program Areas
- Bar graph 2016-2017 - Auxiliary by Program/Function Category

TOTAL EXPENDITURES COMPARISON BY FUND CATEGORY

2016-2017: \$617,172,000

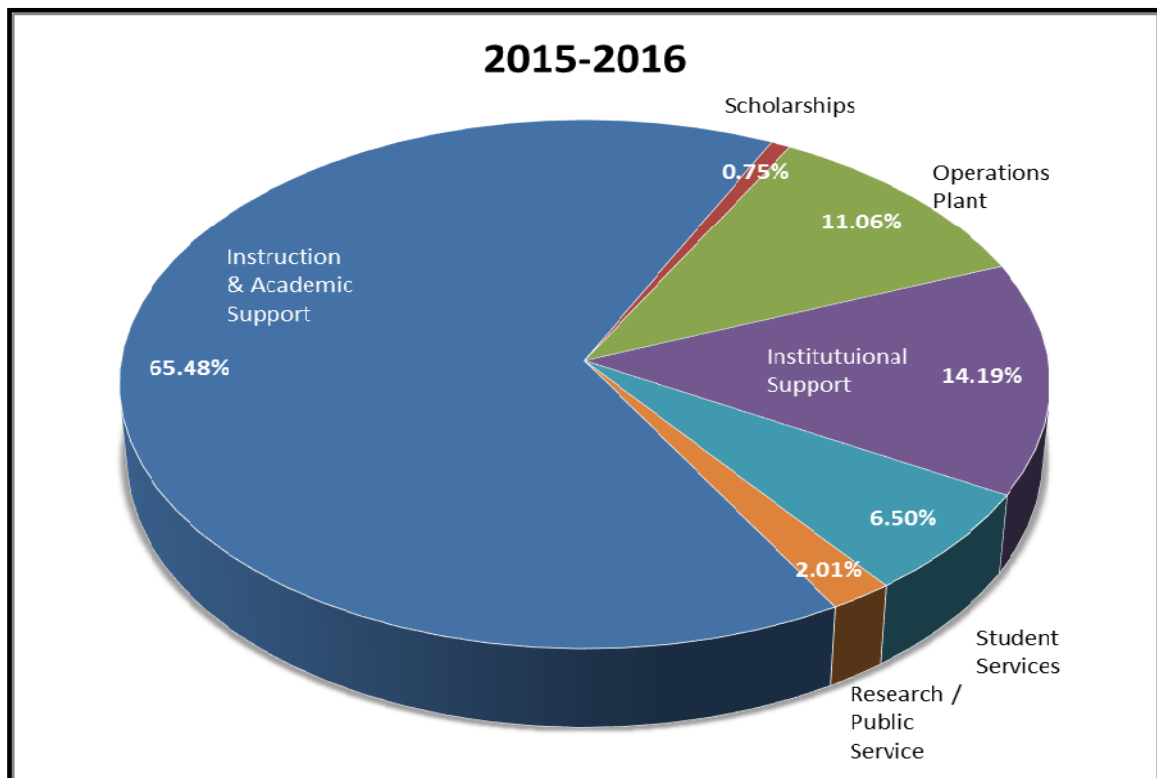
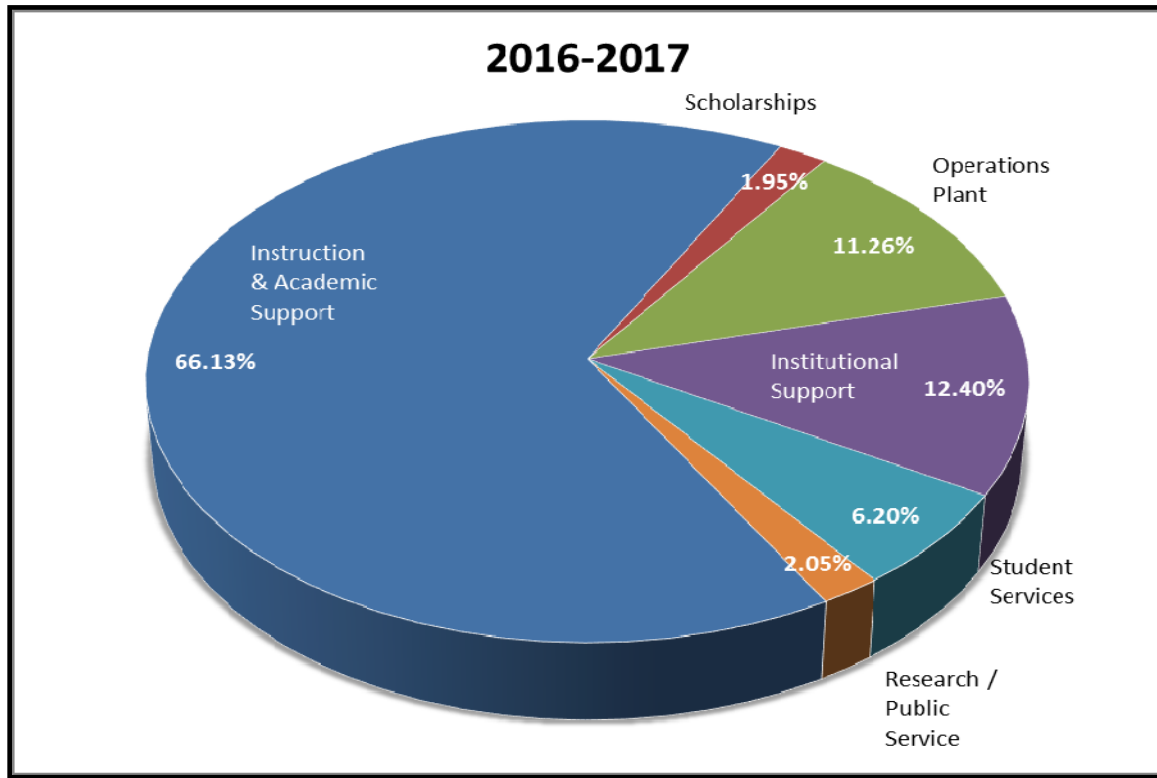
2015-2016: \$595,951,000



E&G EXPENDITURE COMPARISON BY PROGRAM AREA

2016-2017: \$283,122,000

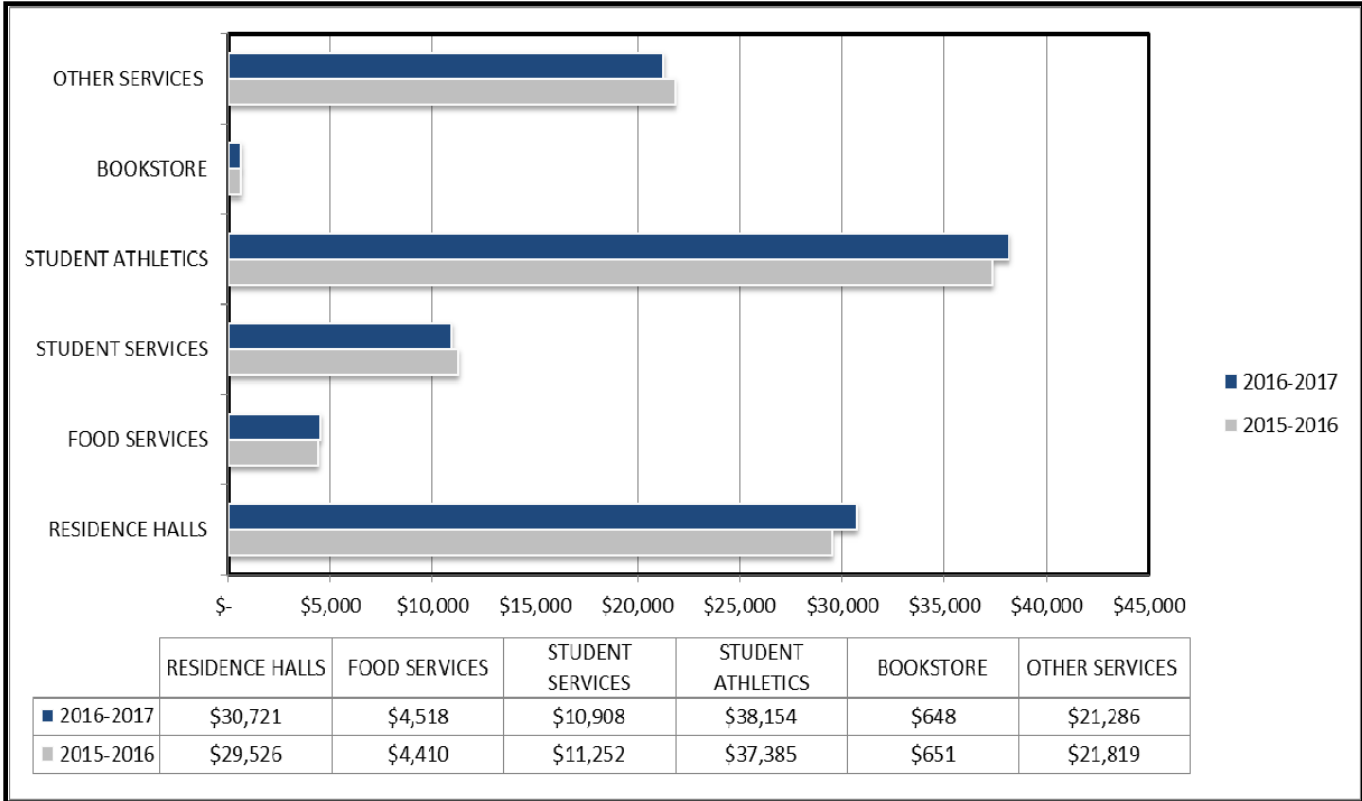
2015-2016: \$272,915,000



AUXILIARY SERVICES EXPENDITURE COMPARISON BY FUNCTION

2016-2017: \$106,236,000

2015-2016: \$105,043,000



APPENDIX

OLD DOMINION UNIVERSITY

TABLE 1
UNIVERSITY REVENUE SOURCES SUMMARY
(in thousands)

	2015-16 Approved Budget Plan	2016-17 Proposed Budget Plan
REVENUES		
State General Funds	\$ 136,694	\$ 150,612
Nongeneral Funds		
Student Tuition & Fees	\$ 157,877	\$ 160,184
Grants, Contracts, & Gifts, Other	\$ 66,337	\$ 67,140
Auxiliary Enterprises	\$ 113,896	\$ 111,808
Subtotal Nongeneral Funds	\$ 338,110	\$ 339,132
Student Loan Funds	\$ 130,000	\$ 133,000
Total University Revenues	\$ 604,804	\$ 622,744

**RESOLUTION APPROVING 2016-17
OPERATING BUDGET AND PLAN**

**TABLE 2
UNIVERSITY EXPENDITURE SUMMARY
(in thousands)**

EXPENDITURES	2015-16 Approved Budget Plan	2016-17 Proposed Budget Plan
E&G		
Instruction	\$ 131,316	\$ 140,382
Research & Sponsored Programs	\$ 5,253	\$ 5,703
Public Service	\$ 258	\$ 110
Academic Support	\$ 47,391	\$ 46,850
Student Services	\$ 17,743	\$ 17,552
Institutional Support	\$ 38,726	\$ 35,112
Operations & Maintenance of Plant	\$ 30,182	\$ 31,892
Scholarships & Fellowships	\$ 2,046	\$ 5,521
Total E&G	\$ 272,915	\$ 283,122
Auxiliary Services	\$ 105,043	\$ 106,236
Grants & Contracts	\$ 11,217	\$ 11,775
Gifts & Discretionary	\$ 11,555	\$ 10,415
Scholarships & Fellowships	\$ 65,221	\$ 72,624
Student Loan Funds	\$ 130,000	\$ 133,000
Total University Expenditures	\$ 595,951	\$ 617,172
Summary of University Revenues & Expenditures		
Revenues	\$ 604,804	\$ 622,744
Expenditures	\$ 595,951	\$ 617,172
Contributions to/(use of) Fund Balance	\$ 8,853	\$ 5,572
Commitment to Auxiliary Capital Reserve	8,853	5,572
	\$ -	\$ -

OLD DOMINION UNIVERSITY

**TABLE 3
AUXILIARY SERVICES SUMMARY
(in thousands)**

	2015-16	2016-2017
	APPROVED BUDGET	PROPOSED BUDGET
AUXILIARY PROGRAMS		
RESIDENCE HALLS		
Revenues	\$ 31,995	\$ 32,804
Expense	\$ 29,526	\$ 30,721
Net	\$ 2,469	\$ 2,083
FOOD SERVICES		
Revenues	\$ 5,030	\$ 5,252
Expense	\$ 4,410	\$ 4,518
Net	\$ 620	\$ 734
STUDENT SERVICES		
Revenues	\$ 11,324	\$ 11,033
Expense	\$ 11,252	\$ 10,908
Net	\$ 72	\$ 125
STUDENT ATHLETICS		
Revenues	\$ 38,033	\$ 36,600
Expense	\$ 37,385	\$ 38,154
Net	\$ 649	\$ (1,554)
BOOKSTORE		
Revenues	\$ 651	\$ 650
Expense	\$ 651	\$ 648
Net	\$ -	\$ 2
OTHER SERVICES (Parking, Va Beach Higher Ed Centers Constant Convocation Center)		
Revenues	\$ 26,863	\$ 25,468
Expense	\$ 21,819	\$ 21,286
Net	\$ 5,044	\$ 4,182
TOTAL AUXILIARY ENTERPRISES		
Revenues	\$ 113,896	\$ 111,808
Expense	\$ 105,043	\$ 106,236
Net	\$ 8,853	\$ 5,572
Commitment to Auxiliary Capital Reserve	\$ 8,853	\$ 5,572
Contributions to/(Use of) Fund Balance	\$ 0	\$ 0

OLD DOMINION UNIVERSITY

**TABLE 4
SUMMARY OF 2016-17 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
<i>Education & General</i>									
Instruction	\$ 174	\$ 139,561	\$ -	\$ -	\$ -	\$ 647	\$ -	\$ -	\$ 140,382
Research & Sponsored Programs	\$ -	\$ 911	\$ -	\$ -	\$ -	\$ 4,792	\$ -	\$ -	\$ 5,703
Public Service	\$ -	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110
Academic Support	\$ -	\$ 26,767	\$ 18,085	\$ -	\$ 1,998	\$ -	\$ -	\$ -	\$ 46,850
Student Services	\$ 164	\$ 2,113	\$ -	\$ -	\$ 15,275	\$ -	\$ -	\$ -	\$ 17,552
Institutional Support	\$ 8,105	\$ 4,421	\$ 10,120	\$ 5,660	\$ 2,781	\$ 1,685	\$ 2,340	\$ -	\$ 35,112
Operations & Maintenance of Plant	\$ 7,716	\$ -	\$ 24,176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,892
Scholarships & Fellowships	\$ -	\$ -	\$ 5,521	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,521
E&G Subtotal	\$ 16,159	\$ 173,882	\$ 57,902	\$ 5,660	\$ 20,054	\$ 7,124	\$ 2,340	\$ -	\$ 283,122
Auxiliary Enterprises	\$ 0	\$ 3,318	\$ 28,497	\$ 881	\$ 39,247	\$ -	\$ -	\$ 34,293	\$ 106,236
Grants & Contracts	\$ 200	\$ 7,000	\$ 10	\$ 5	\$ 105	\$ 4,455	\$ -	\$ -	\$ 11,775
Gifts & Discretionary	\$ 350	\$ 5,550	\$ 800	\$ 1,600	\$ 100	\$ 1,000	\$ 15	\$ 1,000	\$ 10,415
Scholarships & Fellowships	\$ -	\$ 500	\$ -	\$ -	\$ 67,600	\$ -	\$ -	\$ 4,524	\$ 72,624
Student Loan Funds	0	\$ -	\$ -	\$ -	\$ 133,000	0	0	0	\$ 133,000
Total Expenditures	\$ 16,709	\$ 190,250	\$ 87,209	\$ 8,146	\$ 260,106	\$ 12,579	\$ 2,355	\$ 39,817	\$ 617,172