

Contents

EXECUTIVE SUMMARY	1
Chapter 1: Overview of the 2004-05 Operating Budget and Plan	2
Program and Policy Direction for 2004-05	8
Accomplishments in 2003-04	13
Faculty Awards and Recognitions	36
Budget Summary	41
Chapter 2: 2004-2006 Actions of the General Assembly	45
Educational and General Operating Budget for 2004-2005	45
Comparison of General Funding per FTE Student (2004-2005)	47
Resident Tuition, Fees and Average Room and Board Costs (2004-05)	48
Nonresident Tuition, Fees and Average Room and Board Costs (2004-05)	49
New Capital Projects	49
Chapter 3: 2004-05 Educational and General Program Priorities	50
Chapter 4: 2004-05 Auxiliary Services Program Priorities	54
Chapter 5: University Revenue Summary	57
Graph Comparing 2003-04 to 2004-05 by Revenue Source Funds	58
Graph Comparing 2003-04 to 2004-05 General and Nongeneral Funding	58
Graph Comparing 2003-04 to 2004-05 by Revenue Source Percent	59
Graph Comparing 2003-04 to 2004-05 E&G Revenue Source	59
Graph Comparing 2003-04 to 2004-05 Auxiliary by Revenue Source	60
Chapter 6: University Expenditure Summary	61
Graph 2003-04 to 2004-05 by Fund Category	62
Graph 2003-04 to 2004-05 E&G by Program	62
Graph 2003-04 to 2004-05 E&G by Category	63
Graph 2003-04 to 2004-05 Auxiliary by Expense Category	63
Graph 2003-04 to 2004-05 Auxiliary by Function	64

EXECUTIVE SUMMARY

The 2004-2005 Operating Budget Plan for Old Dominion University has been developed from the initiatives outlined in the _____ and the previous actions taken by the Governor and the General Assembly during the 2004 Budget Session. This budget document details the relevant components that comprise the University's 2004-2005 Budget and organizes the information in a format that provides a concise explanation of the budget planning process.

Chapter 1 provides an overview of the strategic planning initiatives, defines the recommended program and policy directions for 2004-2005, highlights the major accomplishments in 2003-2004, and summarizes the financial impact of the 2004-2005 budget plan.

Chapter 2 describes the actions of the General Assembly during the 2004-2006 Budget

CHAPTER 1

OVERVIEW OF THE 2004-2005 OPERATING BUDGET AND PLAN

As outlined in the _____, a series of strategic initiatives were created that continue to provide the priorities for the resource allocation decisions contained in the 2004-2005 operating budget and plan that will benefit the University in the next fiscal year and beyond. Through the University-wide strategic planning process, the University developed a vision statement, emphases, initiatives, objectives, and actions for the 2

recognition of the University.

- (5) Old Dominion University will increase the range and quality of its academic programs and support services offered at distance education sites and higher education centers. The University's distance learning efforts through its TELETECHNET Program have propelled the institution into a nationally recognized leadership role in the electronic delivery of higher education to place-bound students. Similarly, the Unive

that values diversity of its faculty, staff and students. This initiative is designed to focus on the qualitative aspects of the diversity experience. While the University has made significant progress in establishing a diverse University community, it now needs to address carefully the issues of inclusion, civility, and comfort in an increasingly diverse environment.

- (10) Old Dominion University will develop and enhance cooperative relationships that provide opportunities for instruction, research, and service that benefit the University. Old Dominion's mission defines a special relationship between the University and the community that it serves. As a result, many public and private partnerships have been formed that have resulted in mutual benefits for the participants, strengthened the University's role in the region and state, and increased th

provide the opportunity for subsequent reallocations with the completion of the 2005-2010 Strategic Plan.

Virginia's Higher Education Strategic Plans

The State Council for Higher Education in Virginia (SCHEV) has articulated strategic goals in its "Advancing Virginia Through Higher Education – The Systemwide Plan for Higher Education in Virginia." SCHEV strategic goals focus on accommodating student demand, research, and instructional quality. The Plan's three specific strategic goals include:

- Accommodate at least 38,000 additional students,
- Increase Virginia's national standing in sponsored research, and
- Enhance the Commonwealth's commitment to instructional quality.

Recognizing the statewide challenge for managing enrollment demand across the Commonwealth, Old Dominion University proposed a strategy which would

PROGRAM AND POLICY DIRECTIONS FOR 2004-2005

The Program and Policy Directions for 2004-2005 represent a number of signifi

the University Theatre renovation is completed as scheduled and according to approved plans.

- Develop policies and programs within the College of Business and Public Administration that focus on the college's new mission statement that emphasizes global perspectives in business, ethics, and economic development.
- Achieve program approval for seven years from the Virginia Department of Education for all of the Darden College of Education's educator preparation programs.
- Continue all internal assessment programs that evaluate academic programs, insure a continuous improvement process and enhance the national reputation of our academic and research programs.
- Complete both preliminary and final architectural planning sessions for the new Physical Sciences II Building and complete the move of designated academic departments into the new Engineering and Computational Sciences Building.
- Simplify user access to University Libraries' resources and increase staff positions and funding to support a wider range of services associated with a research library.
- Further advance distance learning and extended education at Old Dominion University regionally, nationally and internationally, by diversifying instructional delivery modes with a focus on asynchronous delivery in order to expand the academic strengths of the University and its faculty.
- Grow partnerships and collaborative ventures with academic institutions, military (government) and industry to undertake academic initiatives and to develop, manage and disseminate knowledge products.
- Support the University's commitment to quality in research and instruction by promoting faculty expertise in the application of state-of-the-art technology that provides the highest quality academic degree program offerings.
- Increase conversion of international student applications to enrollment from 31% to 33% and halt the decline in international student enrollment following September 11.
- Continue to build on the Weekend College's Work and professional Studies Interdisciplinary Degree Program in the areas of curriculum development, applied research projects for students, and the prop

- Continue to pursue the automation of placement testing to provide advanced feedback to new students prior to their advising

- **Touchnet Marketplace Applications (E-Check, E-Bill, Cashiering)**
- **Academic Department Toolbox (suite of web-based forms and procedures)**
- **Modules for MyODU Portal**
- **Conversion from SSN to University Identification Number (UIN)**
- **Diplomas On Demand (In-House Printing and Transmittal)**
- **Financial Aid's PhUIN)**

coaching and professional staff must be recognized and funded. Toward that end, funds to attract quality personnel to open positions along with funds to upgrade compensation for quality professionals the University needs to retain are critical to program success.

- Providing quality facilities, attracting a strong professional staff and the recruiting of quality student-athletes are the three top priorities for athletic success. Obtaining scholarship dollars to attract quality student-athletes is a critical part of our strategy.

MAJOR ACCOMPLISHMENTPp5v

events were a part of the festival.

- **Established the Institute of Jewish Studies and Interfaith Understanding. A minor in Jewish Studies was also approved and implemented.**
- **The College of Arts and Letters coordinated nine new exhibitions at the University Art Gallery and produced two new plays Venus, directed by Erlene Hendrix, and Cyrano de Bergerec directed by Thadd McQuade. Over 10,000 attended various performances at the theatre.**
- **The Economics Club of Hampton Roads now has 309 individual and corporate members. The January forecasting luncheon drew 400 people. The list of distinguished speakers for FY 2004 included Thomas Donaldson, Professor, the Wharton School; Itaru Shimazu, Dean of Graduate School for Social Sciences and Humanities, Chiba University, Japan; Admiral Stansfield Turner, Former director of the CIA; Mark Zandi, nationally known economist with Regional Financial Association; Thomas C. Schievelbein, President, Northrop Grumman Newport News; Lynn Martin, former U.S. Secretary of Labor and Congresswo**

- The Department of Urban Studies and Public Administration completed a successful re-accreditation visit from the National Association of Schools of Public Affairs and Administration for the Masters of Public Administration degree program.
- The Darden College of Education achieved continuing accreditation status from the National Council for the Accreditation of Teacher Education (NCATEat

over 18,000 scholarly journals in a variety of research areas.

- Serials Solutions, an electron44 .76

Katherine Kersey, Ph.D., is an associate professor and applied in the Darden College of Education. She is the director of the Early Childhood Education program and Child Study and Development Centers. There is significant interest in the CD-ROM, DVD and VHS product line from childcare providers, educators, and parents

- The Office of Graduate Studies established a Graduate Student I

Internationalization at ODU: The Next Phase 2003-2006.” The plan focuses on growing six areas of international activity: study abroad, international student recruitment and admission, faculty and curriculum development, funding initiatives and demonstrating statewide and national leadership.

- The Weekend College Program in collaboration with the College of Arts and Letters developed and implemented the Work and Professional Studies Program. This interdisciplinary degree, with a concentration in work-related issues, is designed for returning adult students and uses a combination of weekend and technology delivered instruction.
- The Office of Admissions registered the third-largest freshman class in University history for fall 2003 with 2,067 students. In addition, the staff registered the second-largest number of transfers since 1985 with 1,565 students.
- The Office of Admissions increased its yield rate for accepted students by 6 percent. During the year, it initiated a personalized e-mail system, allowing information to be sent to specific groups of students, and also began E-postcard communication with prospective students
- The Office of Admissions hosted its fourth annual Scholarship Day for more than 350 outstanding high school students and their parents.
- The Office of Community Relations provided leadership for a successful 2003 Founders’s Day, which honored 12 alumni and community leaders, and also organized the annual Lamberts' Point Summer Program, which provided recreational and educational opportunities for more than 125 children.
- The Office of Community Relations established a Community Service Committee, which will undertake campus/community projects, including a Neighborhood Clean Up. It also organized the Martin Luther King/Emancipation Proclamation Day, which attracted several hundred people.
- The Office of Governmental Relations coordinated a campaign that saw the President and the Vice President for Institutional Advancement meet with more than 110 memberstshssnstsmelythsstatioSSda(t)Tj12 0 0 13 4696377(s)Tj12 0 0 ideststsrtrtvs tedt

- The Office of Licensing, in conjunction with the athletic department, expanded the University's presence in the retail marketplace to 84 locations, including seven distance learning sites. Recorded retail sales for 2003-04 were at their highest three-quarter point

campus and provided photos for a variety of external publications, including newspapers and magazines.

- Student Services provided an extensive and diverse array of outreach programs through our Personal, Community and Academic Issues Series as well as in response to requests from student groups and classes.
- Student Services implemented assessments for approximately 90% of all programming in Student Services.
- Student Services achieved a 99% approval rating for academic advisor service and a 97% approval rating for PREVIEW orientation.
- Student Services provided employee recognition to division employees including a stress-free zone program for faculty, staff and students.
- Student Services increased the number of new students registered with Disability Services from 119 in 2002 and 144 in 2003.
- Student Services served an 18% increase in students for health clinical visits in the first 8 months of the fiscal year.
- Student Services received full 3-year reaccreditation of the Student Health Services from the Accreditation Association for Ambula

- Student Services supported the production of _____ along with providing training and support to the actors on how to handle questions about abusive relationships.
- Produced four Heritage Month/Seasons months devoted to educating the ODU and surrounding community about the accomplishments and history of the Asian American, Latino/Hispanic, Natives American and the GLBT cultural groups with over 1,000 participants.
- Student Services infused cultural performances and ethnic food into Mainstreet organization fair.
- Student Services recognition was received for commuter programs for the fifth consecutive year

- In tennis, Nataly Cahana is currently ranked 29th nationally, while Izak van der Merwe is ranked 18th nationally in singles. Izak and his doubles teammate Zoltan Csanadi are ranked 6th nationally.
- Men's basketball enjoyed their first winning season (17-12) since 1999, re0 0959m(7ehe CAA12 0 0

led the creation of the Virginia Optical Research Technology Exchange Consortium to extend the NLR connectivity to Hampton Roads. From this extension, the Office has negotiated a rate structure and business plan for the initial segment of the region's computational grid, Eastern Lightwave Internetworking Technology Enterprise (ELITE).

- OCCS provided oversight of the planning, design and installation of major IT infrastructure projects and upgrades. These included:

- Designed and implemen7m(1 0 0 12 544.736959.7337 610.9198 Tm(e voic)Tj12 0 0 12 314

r o e

o r fv o

management of training programs.

- Implemented an e-learning module on Performance Management.
- Conducted 5 sessions of Employee Responsibility Training and 2 sessions of Supervisor Responsibilities Training.
- Conducted 9 sessions of Performance Management Training for supervisor

- Human Resources completed the classification system for 992 classified positions to the Standard Occupational Classification codes; reviewed more than 250 classified Employee Work Profiles and made recommendations regarding role titles, pay actions, FLSA status, and appropriate qualifications; and completed final phase of Pay Band One position salary review for alignment with market rates and communicated data to appropriate budget unit directors.
- The Facilities M

the end of the fiscal year. In addition, the Office completed two major special request projects, resulting in reports, and three smaller special projects so far this year. The Office made regular use of its automated work paper system Audit Leverage.

- Audit Office staff members are currently serving on a number of committees and groups around the University, such as the Portal Advisory Committee, SSN Committee, etc. providing advice up front on projects and promoting resolution of various issues around the University. Greater emphasis has been placed upon not only assuring compliance, but also improving efficiency and effectiveness in daily operations of various functional units on the campus.
- Staff members have been very involved in local, state and national audit-related organizations. Jim Harris has been elected as president of the local Institute of Internal Auditors chapter for FY '05, and Glenn Wilson as treasurer. Deane Hennett has been elected as incoming president of the College and University Auditors of Virginia for the next two years. All of these provide Old Dominion University with positive, hi

in the busiest building on campus.

- Parking and Transportation continued the successful operation of our Hampton Roads Transit agreement with 1575 bus passes issued and over 35,000 riders. Sold over 15,500 student decals and over 2490 faculty and staff decals this year for a total increase of over 5% from the previous year.
- Parking Services has successfully completed brick repairs to the 43rd Street garage after years of negotiations with contractors and lawyers, as well as added nearly 90 additional parking spaces to Lot 42 near Whitehurst Hall to address the increased demands for residential parking there.
- Parking Services worked with Carl Walker, Inc. to evaluate and develop parking and traffic strategies in order to update th

exceeding \$6.5 million already this year an increase of 14.4% and increased clothing sales of over 37% to over \$400,000 this year. The Bookstore also managed the Monarch Shop at the Ted Constant Center and grew sales by 23% to over \$34,000 this year, and worked with Faculty Senate to develop a Bookstore Advisory Committee which will work to improve communications and relationships on campus.

- The Ted Constant Convocation Center entered into its second year of operations

Faculty Awards and Honors

JOHN A. ADAM, professor of mathematics and statistics, was recognized along with Princeton University

STACEY B. PLICHTA, associate professor of community and environmental health, was appointed to a three- year term on the American Public Health Association's Committee on Women's Rights.

GHAITH A. RABADI, assistant professor of engineering management and systems engineering, participated in the NASA Faculty Fellowship Program. His research presentation at this program was among the top six finalists in the Best Research Presentation Competition.

SHERI REYNOLDS, associate professor of English, was the 2003 recipient of the Mary Frances Hobson Prize for Distinguished Achievement in Arts and Letters. The award is given annually to an author from the region.

JOHN M. RITZ, professor of occupational and technical studies, was appointed to the Technology Education Advisory Council of the International Technology Education Association. He also received the Outstanding Leadership Award from the International Technology Education Board of Directors and the Epsilon Pi Tau Laureate Citation, International Honor Society for Professions in Technology. Ritz and technology education faculty members Walter Deal, Hassan Ndahi, and Philip Reed received the award for the Outstanding Technology Education Program from the Council on Technology Teacher Education.

JANIS SANCHEZ, professor of psychology, received the APA, Division 45, Society for the Psychological Study of Ethnic Minorities: 2003 Outstanding Lifetime Contributions to Service Award.

BRIAN SILBERMAN, assistant professor of English, received the Pinter Prize for Drama for his play, "Manifest."

TOM SOCHA, associate professor of communication and theatre arts, received the 2003 Bernard Brommel Award for Outstanding Scholarship or Distinguished Service in Family Communication from the National Communication Association.

MONA P. TERNUSBer

BUDGET SUMMARY

This section provides an overview of the University's 2004-2005 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.
- The budget balances revenues and expenditures within the University's Educational and General programs and other operating funds and contrib

disability services, and TELETECHNET site lease costs, and technology enhancements and upgrades to support the campus grid, web services, desktop replacements, and copying and printing services;

- \$2 million in one-time institutional initiatives (student retention, admissions) pending the completion of our strategic plan update for base funding allocations.

educational mission of the University.

- The Old Dominion University Research Foundation aids the University in its research mission by assisting faculty in pursuing funded research and administering grants and contracts once they are awarded.
- The Old Dominion University Real Estate Foundation is responsible for land and real estate acquisitions.
- The Old Dominion University Alumni Association provides services to the University's alumni and supports the mission of the University with the assistance of former students.

During the past year, the four foundations and the Alumni Association have made important contributions to the fulfillment of the University's mission. The University's relationship with these affiliated organizations has a significant impact on future development.

CHAPTER 2
FY2004-2006 ACTIONS OF THE GENERAL ASSEMBLY

As a result of the actions taken by the Governor and the General Assembly in the 2004 session, the University's Educational and General fund appropriation increased from \$138.6 million in 2003-2004 to \$151 million in 2004-2005. The operating budget allocation addresses the long standing funding issue of base adequacy and hopefully future funding appropriations will continue to promote the base adequacy goal.

The following table outlines the budget outcome and details of the Educational and General Operating Budget for the 2004-2006 biennium as authorized by the Governor and the General Assembly in the 2004 session and highlights the funding appropriated to the University for 2004-2005, the first year of the biennium.

Budget (in thousands)	General (State)	Nongeneral (Tuition/Fees)	Total
Fiscal Year 2003-2004 Appropriation	\$69,930	\$68,667	\$138,597 \$138,597

insurance changes of FY2004 with the goal of managing costs in an era of escalating health care increases. The plan options and features introduced last July 1, 2003 and continued for FY2005 are designed to balance adequate coverage, accessibility, utilization and costs.

Base Budget Adequacy & Enrollment Growth

The State budget provides the University with

FULL-TIME RESIDENT UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM & BOARD COSTS (FY2004-2005)

Institution	Tuition & E&G Fees*	Total Auxiliary Fees	Tuition & Fees	Room & Board	Total
CWM	\$4,385	\$2,711	\$7,096	\$6,066	\$13,162
UVA	\$5,243	\$1,357	\$6,600	\$5,960	\$12,560
VCU	\$3,821	\$1,317	\$5,138	\$6,920	\$12,058
GMU	\$3,984	\$1,464	\$5,448	\$6,041	\$11,489
ODU	\$3,272	\$1,996	\$5,268	\$5,706	\$10,974
VPI	\$4,826	\$1,012	\$5,838	\$4,288	\$10,126

FULL-TIME NONRESIDENT UNDERGRADUATE TUITION, FEES, AND AVERAGE ROOM & BOARD COSTS (FY2004-2005)

Institution	Tuition & E&G Fees*	Total Auxiliary Fees	Tuition & Fees	Room & Board	Total
UVA	\$21,343	\$1,357	\$22,700	\$5,960	\$28,660
CWM	\$19,191	\$2,711	\$21,902	\$6,066	\$27,968
VCU	\$15,985	\$1,317	\$17,302	\$6,920	\$24,222
GMU	\$14,393	\$1,464	\$15,857	\$6,041	\$21,898
VPI	\$15,569	\$1,012	\$16,581	\$4,288	\$20,869
ODU	\$12,643	\$1,996	\$14,639	\$5,706	\$20,345

* Includes the technology fee.

Equipment Trust Fund

The 2004-2006 Equipment Trust Fund provides for allocations totaling \$52 million annually statewide to purchase technology and other equipment. Old Dominion's share of this allocation is approximately \$3.5 million for each year of the biennium compared to \$2.4 million in FY2004. The funds will be used to support technological initiatives such as student computer lab upgrades, communications systems enhancements, obsolete instructional equipment and faculty and staff workstations.

Capital Outlay

Maintenance Reserve Funds

A total of \$50 million in general funds was originally appropriated statewide in the previous biennium to fund repairs aimed at maintaining or extending the useful life of a facility, such as roofs, heating and cooling, and electrical systems. Old Dominion received \$1,475,487 in general funds in FY2001 and \$737,744 in FY2002 pursuant to a statewide 50% reduction imposed by Governor Gilmore. Unfortunately, the institution's allocation of maintenance reserve funds was reduced further to \$625,294 in FY2003

CHAPTER 3
2004-2005 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2004-2005 Educational and General budget is based on the strategic program priorities that follow. The funds appropriated by the General Assembly for the 2004-2006 biennium were earmarked for continuation of services coupled with latitude in increasing tuition and fees. The Commonwealth's

Customer Services

The University funded a student loans processor position and graduation services position in the Financial Aid and Registrar's Office, respectively, to support the service needs of students.

OPERATION AND MAINTENANCE OF PLANT

The University allocated additional base funds to cover increases in utility rates and additional E&G space coming on-line for FY2004-2005. The cost of utilities continues to be closely monitored. Additional base funding of \$171,381 has been authorized by the General Assembly to support the operation and maintenance of the Engineering and Computational Science Building. Additional funding has been provided for the initiation of contract services for energy management and fire alarm maintenance.

SCHOLARSHIPS AND FELLOWSHIPS

Institutional Scholarship Programs

Central and need-based scholarship funds have been base funded at \$2.8 million to provide resources to attract qualified students. It should be noted that a portion of the approved tuition and fee rate increase for 2005 was earmarked to support this initiative which, coupled with the student assistance program, make attractive packages for d scholars4

CHAPTER 4
2004-2005 AUXILIARY SERVICES PROGRAM PRIORITIES

The University's 2004-2005 Auxiliary Services budget reflects a total addition of \$1.1 million to fund balances for the next fiscal year. Adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for 2004-2005 and beyond. Rate and fee increases were held to a minimum and will be primarily used to fund the employee compensation increases, to address inflationary costs in auxiliary services and programs, and to fund debt service increases on non-Educational and General projects. No state funds are received to support auxiliary service operations.

Auxiliary Indirect Cost Rate

The Auxiliary Services operations are charged an indirect cost recovery rate for services provided by Educational and General operations (such as payroll processing, mail room services, purchasing and billing services). An increase in costs ease i2 37526 0 12 0 92391T82e412 0 0 1

Dormitory Housing and Board

The room and board rates we

Parking Services

The University will increase its parking decal fees, transportation fees and fines for the first time in six years for FY2005. Financial planning to support

CHAPTER 5

1

CHAPTER 6

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





