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EXECUTIVE SUMMARY

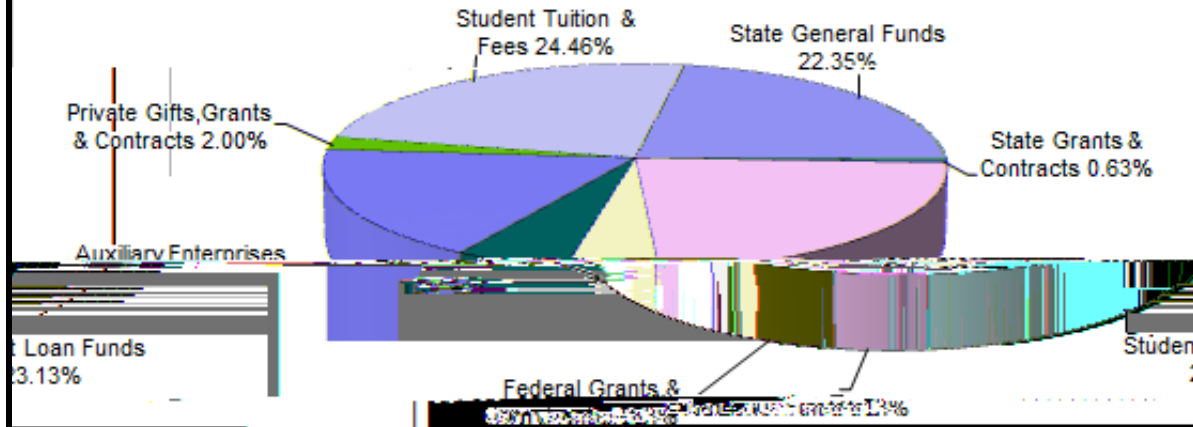
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Chapter 1: Overview of the FY2013-14 Operating Budget and Plan

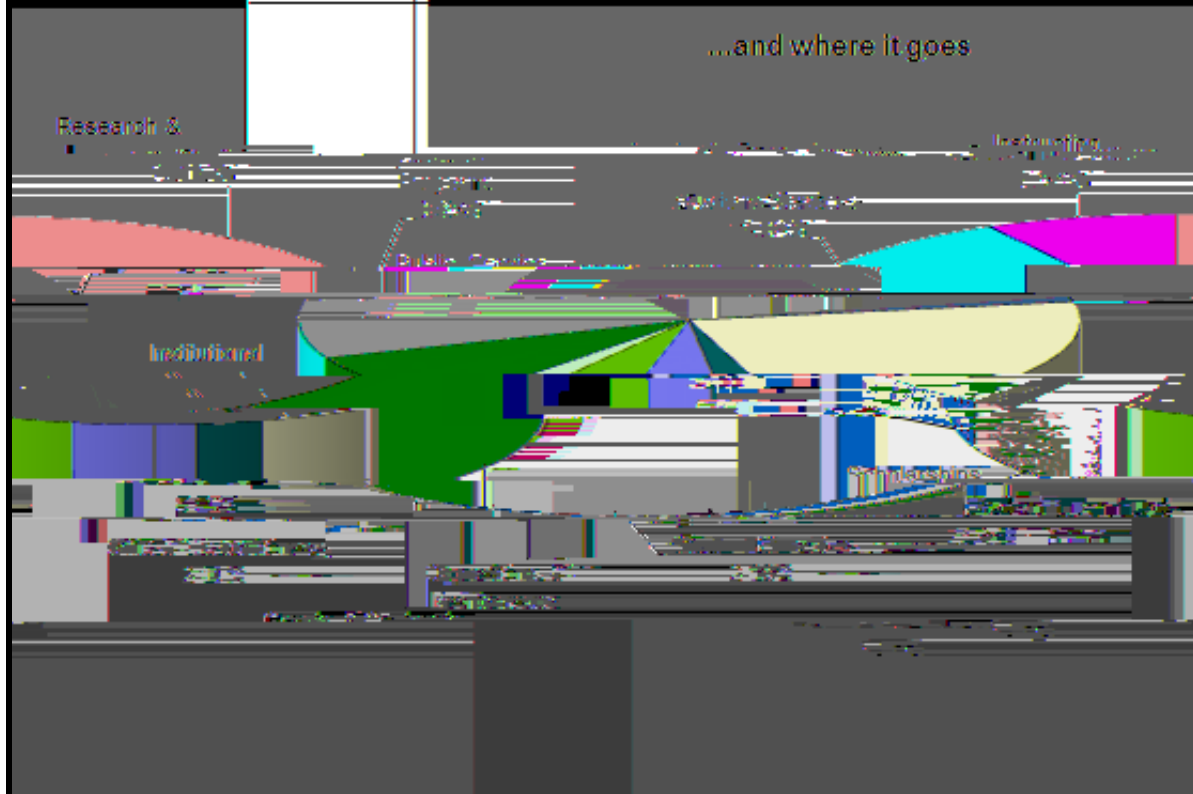
Appendix

Operating Budget Distribution for 2013-14

Where the funding comes from...



...and where it goes



CHAPTER 1 OVERVIEW OF THE 2013-2014 BUDGET PLANNING PROCESS

STRATEGIC PLAN

Through the University-wide strategic planning process, the University developed a vision statement, emphases, initiatives, objectives, and actions for the 2009-2014 Strategic Plan. The following six general strategic initiatives formed the basis of the plan.

- (1) Provide Students with the Tools to Succeed
- (2) Gain a National Reputation Through Key Academic Programs and Scholarship
- (3) Invest Strategically in Research to Spur Economic Growth
- (4) Enrich the Quality of Campus Life
- (5) Expand International Connections
- (6) Build Strong Civic and Community Partnerships

The University's Strategic Planning Committee conducted a review and update of the Strategic Plan progress. The Committee has gathered input from multiple constituencies, including the faculty, Board of Visitors, students, staff, and members of the external community. The principal themes of the 2009-2014 Strategic Plan are:

1. Enriching a student-centered culture on campus
2. Bolstering the University's position as a major metropolitan university in the southeastern United States; AND
3. Developing and expanding strategic partnerships with a wide range of educational, governments and corporate organizations.

The University's Strategic Plan for 2009-2014 provides the guideline on which the resource allocation decisions contained in the 2013-2014 Operating Budget and Plan were made.

PROGRAM, POLICY DIRECTION, BUDGET DRIVERS FOR FY2013-14

The Virginia Higher Education Restructuring Act was implemented in 2006 to increase institutional management flexibility in exchange for meeting accountability standards. The Institutional Performance Standards (IPS) is designed to track institutional progress in meeting state higher education priorities by gathering information in a wide range of areas. With the passage of the Commonwealth's 2011 Higher Education Opportunity Act, these measures have undergone a revision. Section 4-9.02 Assessment of Institutional Performance of the 2012 Appropriation Act was replaced with new language that reduces the number of measures from 19 to six, provides the State Council of Higher Education with greater flexibility in its review, and changes the timeframe for the certification process from annual to biennial. Under the Act, institutions will be expected to meet the proposed IPS measures in order to qualify for incentive funding offered by the Commonwealth.

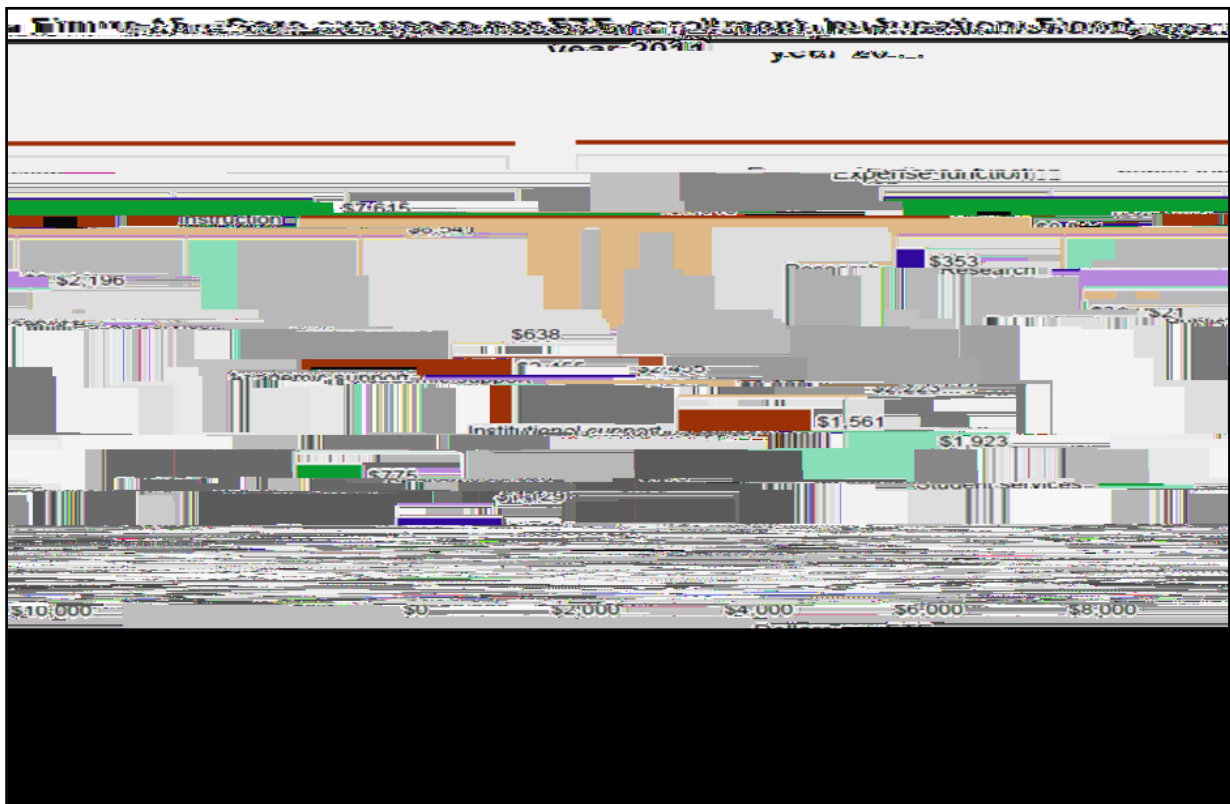
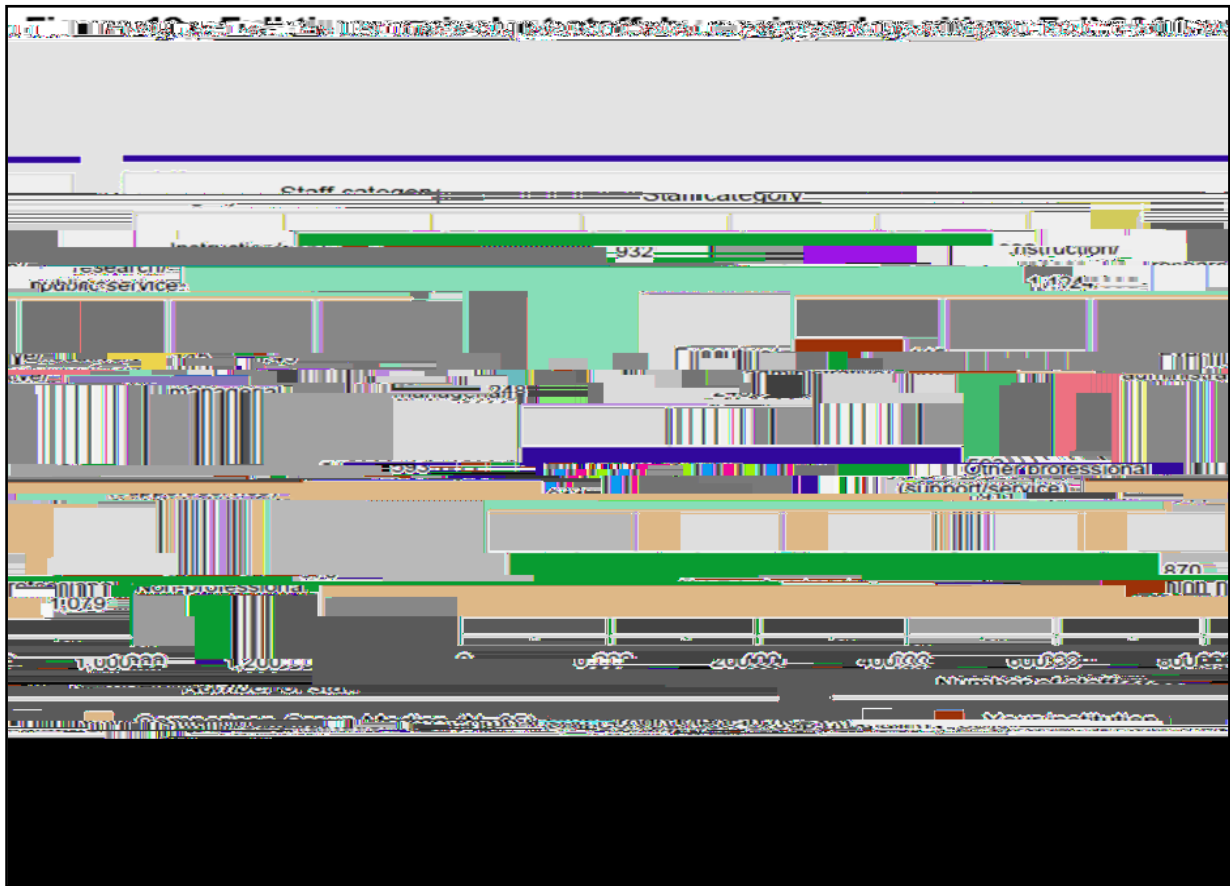
The IPS measures continue to focus on each institution's contribution to the education of citizens of the Commonwealth. Institutions will be expected to meet 95% of the State Council approved biennial projections on the following measures: in-state undergraduate headcount (HC) enrollment, in-state upper-level full-time equivalency (FTE) enrollments (juniors and seniors), in-state bachelor degree awards, and in-state bachelor degree awards in Science, Technology, Engineering, Math and Health Sciences (STEM/H), maintain or increase the number of in-state bachelor degrees awarded to students from under-represented populations, and maintain or increase the number of in-state two-year transfers to four-year institutions.

The University's 2013-2014 Budget and Plan is 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.

Last year, at the request of the President and under the direction of the Chief Operating Officer, the budget planning process was restructured to involve the Vice Presidents in a more collaborate approach in determining the strategic direction for resource allocations. The Vice Presidents held meetings in March and April to review the budget requests and prioritize the initiatives in accordance with specific strategic principles:

Mandated unavoidable cost increases, such as the 3% salary increases for full-time faculty, 17% increases in health insurance costs, faculty tenure and promotion increases, and costs for operation and maintenance of new facilities would be supported from available state and tuition funding.

The conversion of 25 critical adjunct faculties



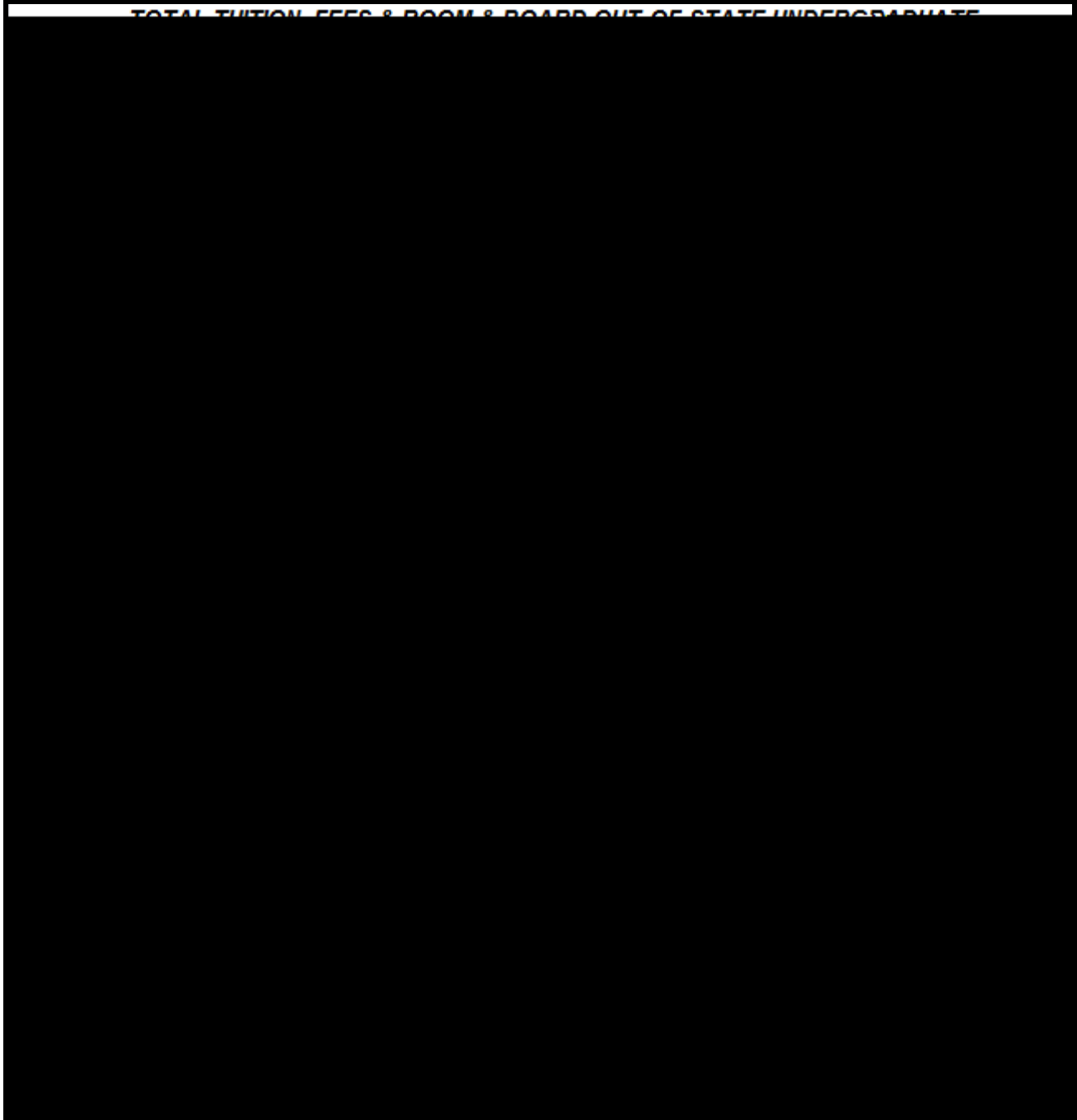
TOTAL TUITION, FEES & ROOM & BOARD IN-STATE UNDERGRADUATE
VIRGINIA INSTITUTIONS 2013-14-2014



continuing CWM and VCU students. First-time students will pay.

The total cost in this chart is for
 (1) CWM - \$25,279
 (2) VCU - \$21,084

TOTAL TUITION FEES & ROOM & BOARD OUT OF STATE UNDERGRADUATE



E&G EXPENDITURE TRENDS

E&G EXPENDITURES PER ANNUAL FTE COMPARISON

The following table shows the Expenditures (less Research) per FTE Student. Old Dominion University's ratio of \$10,899 per FTE falls well below the overall average, followed only by 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 2011-2012 the University's E&G Appropriation would need to be increased nearly \$71 million.

Frank Reidy Center for Bioelectrics

A total of \$750,000 will continue in the second year of the biennium to expand the research efforts at the Frank Reidy Center for Bioelectrics. The Center will use the funds to advance the research on the uses of electrical stimuli in the biomedical area to eliminate cancer cells and tumors without damaging healthy surrounding tissue, accelerate wound healing and efficiently deliver DNA vaccines. Non-biomedical areas of research will include reducing pollutants in exhaust and establishing effective ground penetrating radar.

Student Financial Assistance

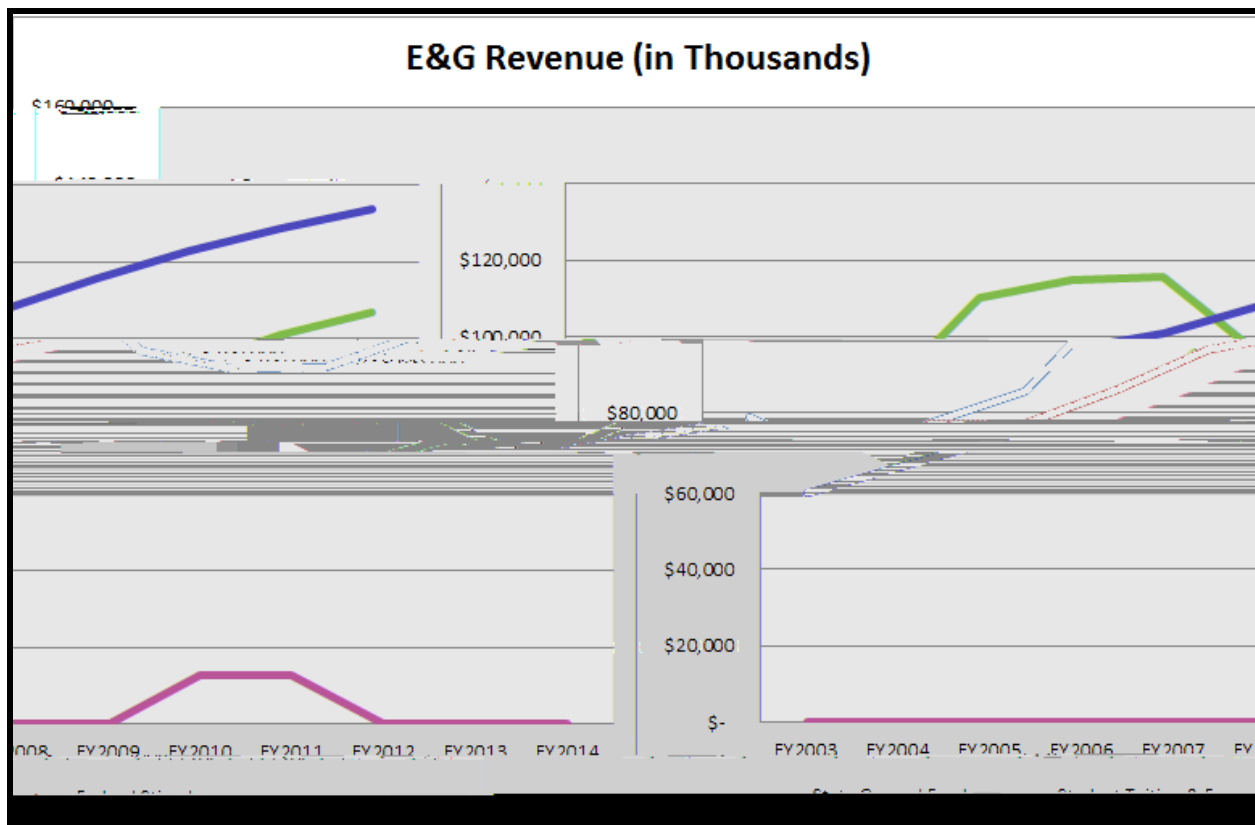
State student financial assistance was increased to \$18.9 million. The state budget provided an additional \$904,121 in state financial assistance for undergraduate students and an increase of \$216,206 in graduate student financial assistance for the second year of the biennium.

Equipment Trust Fund

The 2013-2014 Equipment Trust Fund provides for allocations totaling \$64.2 million annually statewide to purchase technology and other equipment. Old Dominion's share of this allocation remains at approximately \$4.3 million for the second year of the biennium. The funds will be used to support technological initiatives such as replacement of obsolete instructional equipment, faculty and staff workstations, and research start-up equipment needs.

Maintenance Reserve Funds

The E&G budget revenue mix the last ten years (2002-2003 to 2013-2014) is illustrated in the following chart which shows a dramatic shift in the University's Educational and General revenue 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 \$79 million in FY2003 to a high of \$115.6 million in FY2009. General fund revenue for FY2014 is \$103.8 million. Federal stimulus funds were provided in FY2010 and FY2011 to mitigate the loss of state general funds during that time period. For 2013-2014, the General Fund will constitute 42.4 percent of the total E&G Operating Budget while Nongeneral Funds will comprise 57.6 percent.

Student tuition and fee revenue appropriation increased from approximately \$59.9 million in FY2003 to approximately \$140.7 million in FY2014. 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 2013-14 Operating Budget and Plan as detailed in the next chapter.

CHAPTER 4
2013-2014 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2013-2014 Educational and General Budget

RESEARCH INITIATIVES

Approximately \$950,500 in base and one-

Area	College / Division	Title	Base E&G Invetsments	One-Time
ACADEMIC AFFAIRS				

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2013-2014

CHAPTER 5

Student Housing and Food Services

The room and board rates were increased by an average of 4.26 percent or \$364 for 20

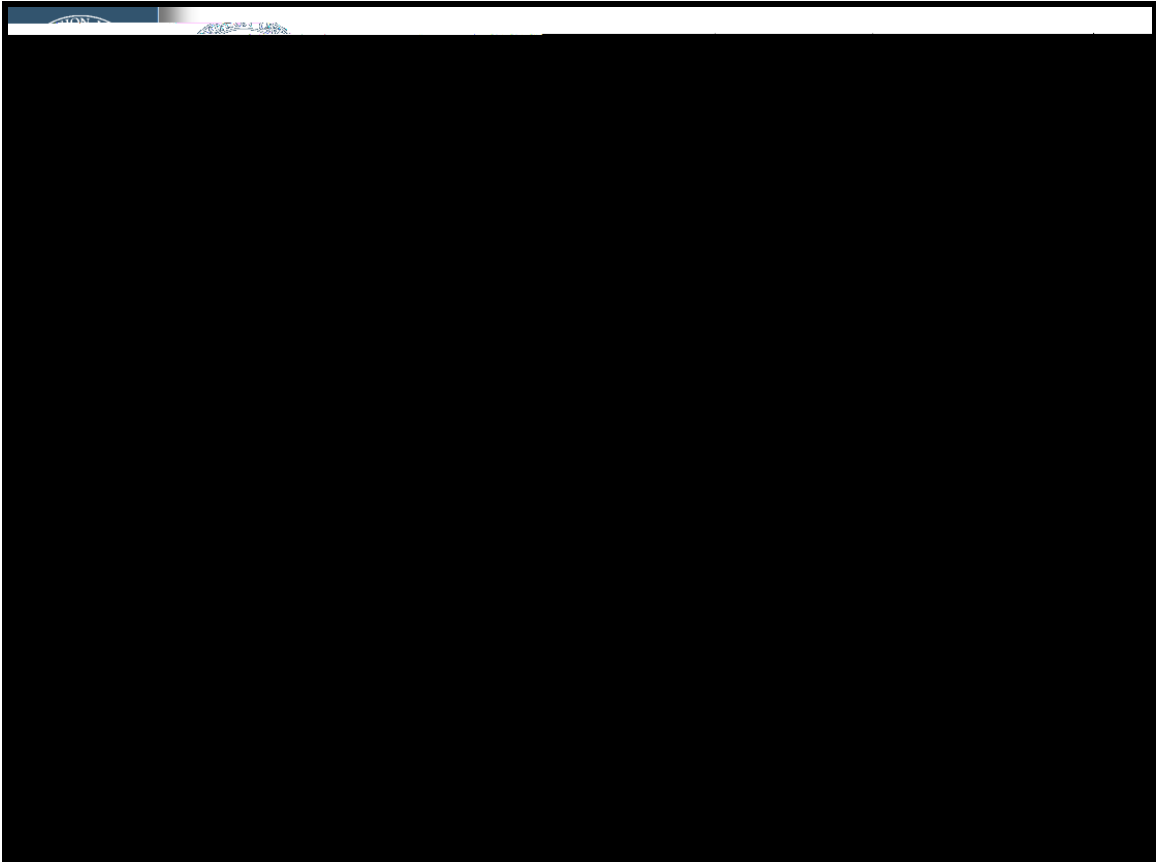
AUXILIARY SERVICES BUDGET SUMMARY

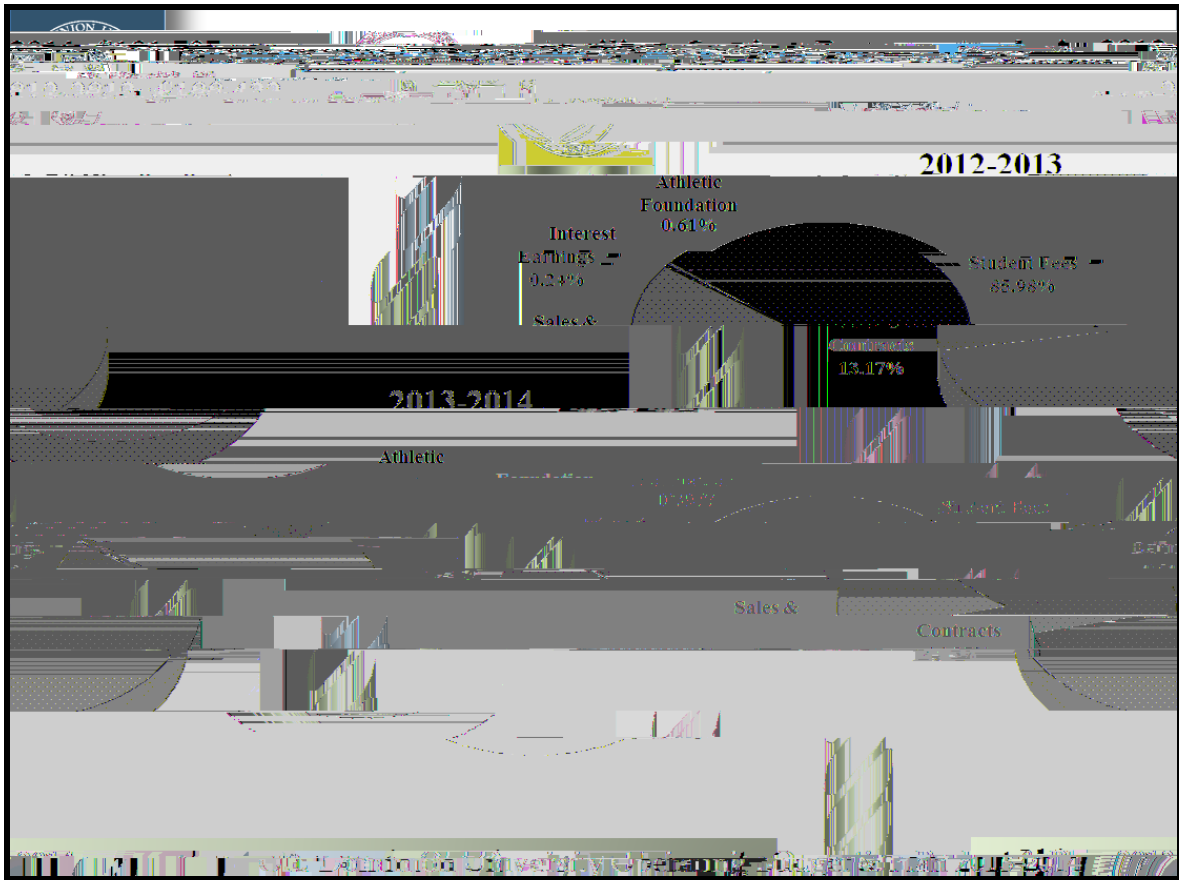
(In Thousands)	BUDGET 2012-13		BUDGET 2013-14	
RESIDENCE HALLS				
Revenues	\$	27,471	\$	29,367
Expense	\$	27,617	\$	27,975
Net	\$	(146)	\$	1,392
FOOD SERVICES				
Revenues	\$	4,540	\$	4,503
Expense	\$	2,641	\$	2,465
Net	\$	1,899	\$	2,038
STUDENT SERVICES				
Revenues	\$	12,066	\$	11,138
Expense	\$	10,466	\$	11,331
Net	\$	1,600	\$	(193)
<hr/>				
Revenues	\$	29,684	\$	33,109
Expense	\$	30,155	\$	33,567
Net	\$	(471)	\$	(458)
BOOKSTORE				
Revenues	\$	675	\$	650
Expense	\$	773	\$	743
Net	\$	(98)	\$	(93)
<hr/>				
25,995	\$	22,813	Revenues	\$
21,963	\$	20,646	Expense	\$
4,032	\$	2,172	Net	\$
<hr/>				
TOTAL AUXILIARY ENTERPRISES				
100,432	\$	101,585	Revenues	\$
93,616	\$	96,726	Expense	\$
6,816	\$	4,859	Net	\$

AUXILIARY BUDGET TRENDS

The following chart demonstrates the totality of the University's auxiliary operations since 1999. The nature of these diverse auxiliary operations requires operating and maintenance fund reserves for planned renewals.







CHAPTER 7
UNIVERSITY EXPENDITURE SUMMARY

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

Educational and General Programs (E&G):

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

Auxiliary Services:

- Expenditures by Program Functions

The following graphs summarize the uses of the funds within each of these two categories by program and major expense and compare the FY2011-2012 to



OLD DOMINION UNIVERSITY

TABLE 1
UNIVERSITY REVENUE SOURCES SUMMARY
(in thousands)

REVENUES	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
State General Funds	\$ 118,560	\$ 128,524
Nongeneral Funds		
Student Tuition & Fees	\$ 133,121	\$ 140,670
Federal Stimulus	\$ -	\$ -
State Grants & Contracts	\$ 3,595	\$ 3,595
Federal Grants & Contracts	\$ 28,880	\$ 30,714
Private Gifts, Grants & Contracts	\$ 10,761	\$ 11,495
Auxiliary Enterprises	\$ 100,432	\$ 101,585
Other Sources	\$ 27,716	\$ 25,458
Subtotal Nongeneral Funds	\$ 304,504	\$ 313,518
Student Loan Funds	\$ 120,000	\$ 133,000
Total University Revenues	\$ 543,065	\$ 575,042

OLD DOMINION UNIVERSITY

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

EXPENDITURES	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
E&G		
Instruction	\$ 111,732	\$ 120,353
Research & Sponsored Programs	\$ 5,365	\$ 5,060
Public Service	\$ 305	\$ 265
Academic Support	\$ 43,827	\$ 45,158
Student Services	\$ 13,250	\$ 15,231
Institutional Support	\$ 31,617	\$ 34,539
Operations & Maintenance of Plant	\$ 26,184	\$ 28,852
Scholarships & Fellowships	\$ 1,800	\$ 1,800
Subtotal	\$ 234,080	\$ 251,259
Auxiliary Services	\$ 93,616	\$ 96,726
Grants & Contracts	\$ 32,609	\$ 28,868
Gifts & Discretionary	\$ 9,984	\$ 11,435
Scholarships & Fellowships	\$ 45,959	\$ 48,895
Student Loan Funds	\$ 120,000	\$ 133,000
Total University Expenditures	\$ 536,249	\$ 570,183
Summary of University Revenues & Expenditures		
Revenues	\$ 543,065	\$ 575,042
Expenditures	\$ 536,249	\$ 570,183
Contributions to/(Use of) Fund Balance	\$ 6,816	\$ 4,859

OLD DOMINION UNIVERSITY

		BUDGET 2012-13		BUDGET 2013-14
AUXILIARY PROGRAMS				
RESIDENCE HALLS				
Revenues	\$	27,471	\$	29,367
Expense	\$	27,617	\$	27,975
Net	\$	(146)	\$	1,392
FOOD SERVICES				
Revenues	\$	4,540	\$	4,503
Expense	\$	2,641	\$	2,465
Net	\$	1,899	\$	2,038
STUDENT SERVICES				
Revenues	\$	12,066	\$	11,138
Expense	\$	10,466	\$	11,331
Net	\$	1,600	\$	(193)
STUDENT ATHLETICS				
Revenues	\$	29,684	\$	33,109
Expense	\$	30,155	\$	33,567
Net	\$	(471)	\$	(458)
BOOKSTORE				
Revenues	\$	675	\$	650
Expense	\$	773	\$	743
Net	\$	(98)	\$	(93)
OTHER SERVICES (Parking, Va Beach Higher Ed Centers Constant Convocation Center				
Revenues	\$	25,995	\$	22,818
Expense	\$	21,963	\$	20,947

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OLD DOMINION UNIVERSITY

TABLE 4

**SUMMARY OF 2013-14 RESOURCE BY OPERATING AREA AND PROGRAM
(in thousands)**

	President	Provost & Academic Affairs	VP for Admin & Finance	VP for Institutional Advancement	VP for Student Engagement & Enrollment	VP for Research	VP for Human Resources	Director of Athletics	TOTAL
EXPENDITURES									
<i>Education & General</i>									
Instruction	\$ 148	\$ 119,566	\$ 640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,353
Research & Sponsored Programs	\$ -	\$ 856	\$ -	\$ -	\$ -	\$ 4,204	\$ -	\$ -	\$ 5,060
Public Service	\$ -	\$ 265	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265
Academic Support	\$ -	\$ 27,590	\$ 15,940	\$ -	\$ 1,627	\$ -	\$ -	\$ -	\$ 45,158
Student Services	\$ 140	\$ 1,721	\$ -	\$ -	\$ 13,370	\$ -	\$ -	\$ -	\$ 15,231
Institutional Support	\$ 6,605	\$ 4,260	\$ 13,461	\$ 5,156	\$ 1,524	\$ 1,581	\$ 1,952	\$ -	\$ 34,539
Operations & Maintenance of Plant	\$ 5,761	\$ -	\$ 23,091	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,852
Scholarships & Fellowships			\$ 1,800						\$ 1,800
E&G Subtotal	\$ 12,654	\$ 154,258	\$ 54,933	\$ 5,156	\$ 16,521	\$ 5,786	\$ 1,952	\$ -	\$ 251,259
Auxiliary Enterprises	\$ -	\$ 3,678	\$ 25,106	\$ 874	\$ 36,626	\$ -	\$ -	\$ 30,441	\$ 96,726
Grants & Contracts	\$ 66	\$ 6,280	\$ 19,108	\$ 109	\$ 205	\$ 3,100	\$ -	\$ -	\$ 28,868
Gifts & Discretionary	\$ 565	\$ 5,043	\$ 1,846	\$ 1,740	\$ 90	\$ 1,515	\$ 15	\$ 622	\$ 11,435
Scholarships & Fellowships	\$ -	\$ 509	\$ -	\$ -	\$ 40,325	\$ -	\$ -	\$ 8,061	\$ 48,895
Student Loan Funds				\$ -	\$ 133,000				\$ 133,000
Total Expenditures	\$ 13,285	\$ 169,768	\$ 100,992	\$ 7,879	\$ 226,767	\$ 10,400	\$ 1,967	\$ 39,124	\$ 570,183

OLD DOMINION UNIVERSITY

**TABLE 7
COLLEGE OF ARTS & LETTERS
RESOURCE SUMMARY
(in thousands)**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<i>Education & General</i>		
Instruction	\$ 19,992	\$ 21,405
Research & Sponsored Programs	\$ 12	\$ 14
Public Service	\$ 42	\$ 42
Academic Support	\$ 180	\$ 186
Student Services	\$ 113	\$ 113
Institutional Support		
Operations & Maintenance of Plant		
Scholarships & Fellowships		
E&G Subtotal	\$ 20,340	\$ 21,760
Auxiliary Enterprises	\$ 243	\$ 391
Grants & Contracts	\$ 181	\$ 198
Gifts & Discretionary	\$ 513	\$ 609
Scholarships & Fellowships		
Total Expenditures	\$ 21,277	\$ 22,957

OLD DOMINION UNIVERSITY

**TABLE 8
COLLEGE OF BUSINESS
RESOURCE SUMMARY
(in thousands)**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<u>Education & General</u>		
Instruction	\$ 15,859	\$ 16,250
Research & Sponsored Programs	\$ 81	\$ 11
Public Service		
Academic Support	\$ 267	\$ 101
Student Services		
Institutional Support		
Operations & Maintenance of Plant		
Scholarships & Fellowships		
E&G Subtotal	\$ 16,206	\$ 16,361
Auxiliary Enterprises		
Grants & Contracts	\$ 83	\$ 81
Gifts & Discretionary	\$ 629	\$ 820
Scholarships & Fellowships		
Total Expenditures	\$ 16,917	\$ 17,262

OLD DOMINION UNIVERSITY

**TABLE 10
COLLEGE OF ENGINEERING & TECHNOLOGY
RESOURCE SUMMARY
(in thousands)**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<u>Education & General</u>		
Instruction	\$ 12,803	\$ 13,451
Research & Sponsored Programs	\$ 616	\$ 626
Public Service		
Academic Support	\$ 964	\$ 924
Student Services		
Institutional Support		
Operations & Maintenance of Plant		
Scholarships & Fellowships		
E&G Subtotal	\$ 14,383	\$ 15,001
Auxiliary Enterprises	\$ 344	\$ 369
Grants & Contracts	\$ 124	\$ 130
Gifts & Discretionary	\$ 740	\$ 848
Scholarships & Fellowships		
Total Expenditures	\$ 15,590	\$ 16,348

OLD DOMINION UNIVERSITY

**TABLE 11
COLLEGE OF SCIENCES
RESOURCE SUMMARY
(in thousands)**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<u>Education & General</u>		
Instruction	\$ 22,586	\$ 23,906
Research & Sponsored Programs	\$ 245	\$ 205
Public Service		
Academic Support	\$ 1,992	\$ 2,226
Student Services		
Institutional Support		
Operations & Maintenance of Plant		
Scholarships & Fellowships		
E&G Subtotal	\$ 24,823	\$ 26,337
Auxiliary Enterprises		
Grants & Contracts	\$ 181	\$ 231
Gifts & Discretionary	\$ 1,611	\$ 1,676
Scholarships & Fellowships		
Total Expenditures	\$ 26,615	\$ 28,244

OLD DOMINION UNIVERSITY

**TABLE 12
COLLEGE OF HEALTH SCIENCES
RESOURCE SUMMARY**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<u>Education & General</u>		
Instruction	\$ 8,930	\$ 9,767
Research & Sponsored Programs	\$ -	\$ -
Public Service		
Academic Support	\$ 1,319	\$ 1,605
Student Services		
Institutional Support		
Operations & Maintenance of Plant		
Scholarships & Fellowships		
E&G Subtotal	\$ 10,249	\$ 11,372
Auxiliary Enterprises		
Grants & Contracts	\$ 170	\$ 185
Gifts & Discretionary	\$ 170	\$ 219
Scholarships & Fellowships		
Total Expenditures	\$ 10,589	\$ 11,777

OLD DOMINION UNIVERSITY

**TABLE 13
VICE PRESIDENT FOR ADMINISTRATION & FINANCE
RESOURCE SUMMARY
(in thousands)**

EXPENDITURES	2012-13 Proposed Budget Plan	2013-2014 Proposed Budget Plan
<i>Education & General</i>		
Instruction	\$ 753	\$ 640
Research & Sponsored Programs		
Public Service		
Academic Support	\$ 14,467	\$ 15,940
Student Services	\$ -	\$ -
Institutional Support	\$ 12,364	\$ 13,461
Operations & Maintenance of Plant	\$ 20,711	\$ 23,091
Scholarships & Fellowships	\$ 1,800	\$ 1,800
E&G Subtotal	\$ 50,096	\$ 54,933
Auxiliary Enterprises	\$ 27,419	\$ 25,106
Grants & Contracts	\$ 23,188	\$ 19,108
Gifts & Discretionary	\$ 1,832	\$ 1,846
Scholarships & Fellowships		
Student Loan Funds		
Total Expenditures	\$ 102,534	\$ 100,992

OLD DOMINION UNIVERSITY

**TABLE 14
VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
RESOURCE SUMMARY
(in thousands)**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<u>Education & General</u>		
Instruction	\$ 141	\$ -
Research & Sponsored Programs		
Public Service		
Academic Support		
Student Services	\$ 132	\$ -
Institutional Support	\$ 4,946	\$ 5,156
Operations & Maintenance of Plant		
E&G Subtotal	\$ 5,219	\$ 5,156
Auxiliary Enterprises	\$ 751	\$ 874
Grants & Contracts	\$ 108	\$ 109
Gifts & Discretionary	\$ 1,818	\$ 1,740
Scholarships & Fellowships	\$ -	\$ -
Student Loan Funds	\$ -	\$ -
Total Expenditures	\$ 7,896	\$ 7,879
* Note: Military Affairs transferred from University Advancement to the President's Area.		

OLD DOMINION UNIVERSITY

**TABLE 16
VICE PRESIDENT FOR RESEARCH
RESOURCE SUMMARY
(in thousands)**

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
EXPENDITURES		
<i>Education & General</i>		
Instruction	\$ -	\$ -
Research & Sponsored Programs	\$ 4,411	\$ 4,204
Public Service	\$ -	\$ -
Academic Support	\$ 200	\$ -
Student Services	\$ -	\$ -
Institutional Support	\$ 1,236	\$ 1,581
Operations & Maintenance of Plant	\$ -	\$ -
E&G Subtotal	\$ 5,846	\$ 5,786
Auxiliary Enterprises		
Grants & Contracts	\$ 3,100	\$ 3,100
Gifts & Discretionary	\$ 1,126	\$ 1,515
Scholarships & Fellowships	\$ -	\$ -
Total Expenditures	\$ 10,072	\$ 10,400

OLD DOMINION UNIVERSITY

	2012-13 Proposed Budget Plan	2013-14 Proposed Budget Plan
<i>EXPENDITURES</i>		
<u><i>Education & General</i></u>		
Instruction		
Research & Sponsored Programs		
Public Service		
Academic Support		
Student Services	\$ -	\$ -
Institutional Support		
Operations & Maintenance of Plant		
E&G Subtotal	\$ -	\$ -
Auxiliary Enterprises	\$ 27,486	\$ 30,441
Grants & Contracts		
\$ \$		30,441

OLD DOMINION UNIVERSITY

2012-13
Proposed

2013-14
Proposed