

Operating Budget & Plan 2017-2018

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CHAPTER 1

EXECUTIVE SUMMARY

The 2017-2018 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 2017 session.

- The in-state undergraduate tuition and fee increase is \$300 or 3.1%. The FY2018 tuition and fee proposal considered the impact of escalating college costs on Virginia students and their families. There is no increase proposed to the Auxiliary Student Fee component of the tuition rate.
- Budget actions taken by the Governor and General Assembly restored general funds to higher education decreasing Old Dominion University's budget reduction from \$6.2M to \$3.2M. In addition, a 2% salary increase was provided for full-time faculty and administrators and a 3% salary increase for full-time classified staff effective in July 2017.
- The Online Virginia Network (OVN) Authority was created and Old Dominion University and George Mason were designated to develop a plan for adult learners and nontraditional students to access online degree programs. The funding to support this initiative - \$1M in FY2017 and \$2M in FY2018 was reallocated from SCHEV to the OVN to be distributed to ODU and GMU as needed.
- The \$55M in institutional funds and bond proceeds to reconstruct the Stadium at Foreman Field was included in the 2018 Capital Outlay Budget along with language to exempt the debt service costs for the project from the athletic student fee subsidy calculation stipulated in the Code of Virginia § 23.1-1309. It is further stipulated that the University shall not raise the athletic student fee to support the construction of this facility.
- The 2017-2018 Educational and General Operating Budget and Plan includes \$6.7M in tuition revenue to cover a portion of the cost increases related to compensation & benefits, mandatory operational cost increases for utilities and leases, and resources to recruit and retain faculty.
- Further, the 2017-2018 Educational and General Operating Budget and Plan reallocates \$6M 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 2 .
- For Auxiliary Services budgets, approximately \$1.3M in student fee reductions are proposed. The savings from these reductions will be used to offset the mandatory salary and benefit increases for student fee-supported auxiliary services and programs and mandatory cost increases for new facilities and merit-based and

athletic scholarships. Since no student fee increases are proposed in the 2017-2018 Auxiliary Budget, additional resources for new programs and initiatives were not available. 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 -29.

The Auxiliary Services portion of the budget generates sufficient revenues to cover operating costs, debt service and auxiliary indirect costs as well as contribute \$2.0M to fund balances.

2017 – 2018 OPERATING BUDGET & PLAN

This budget document details the relevant components that comprise the University's 2017-2018 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 2017-2018 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 2017-2018 budget year.

Chapter 3 provides the overview of the 2017-2018 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

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Operating Budget Distribution for 2017-2018

CHAPTER 1
OVERVIEW OF THE 2017-2018 BUDGET PLANNING PROCESS

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- 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 FY2017-2018

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.

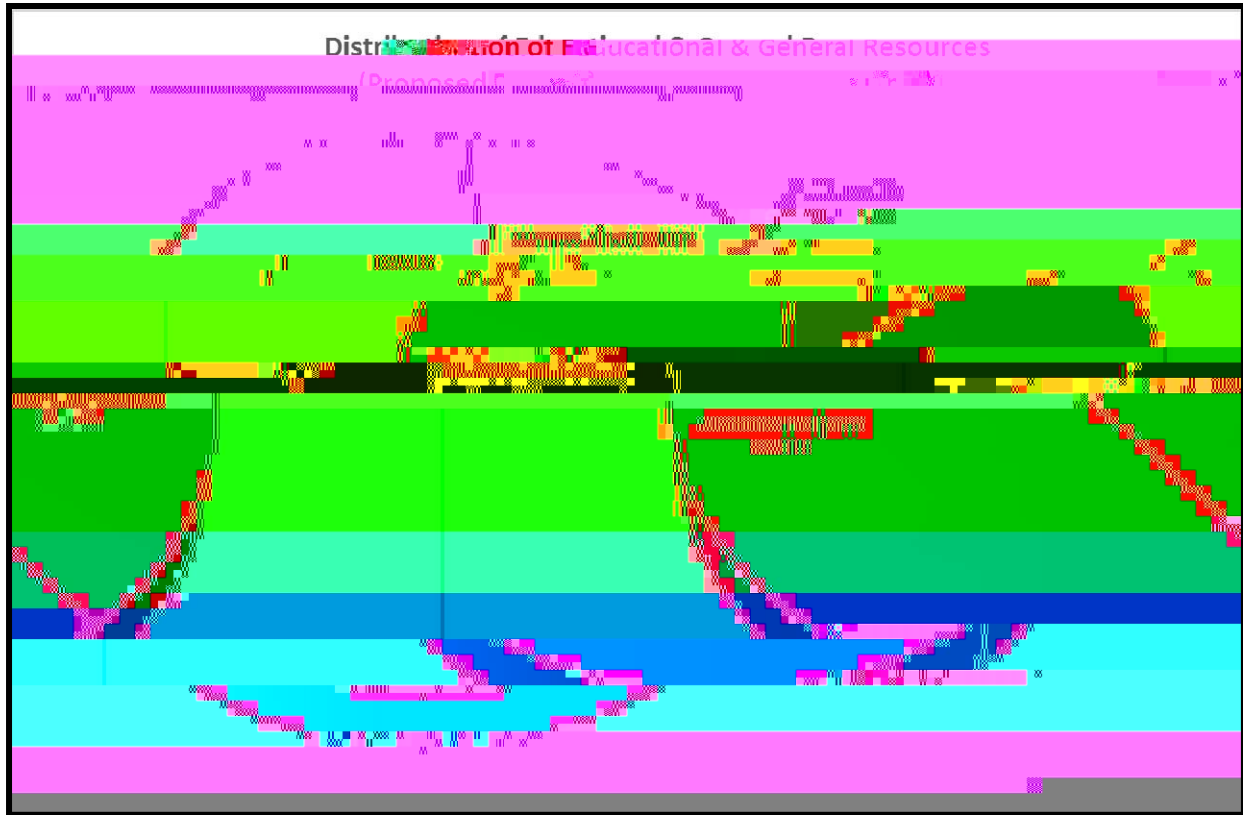
The financial strategy remains consistent with the criteria set forth in the University Strategic Plan and the Virginia higher education institutional performance standards as evidenced by the focus upon enrollment and recruitment of undergraduate and transfer students, student success and retention, 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.

Addressing 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. Using resources and creating new-time funds by using 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

The following chart shows the distribution of resources after the proposed budget reductions and distribution of new investments within the four major categories of the strategic business plan.



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 2015).

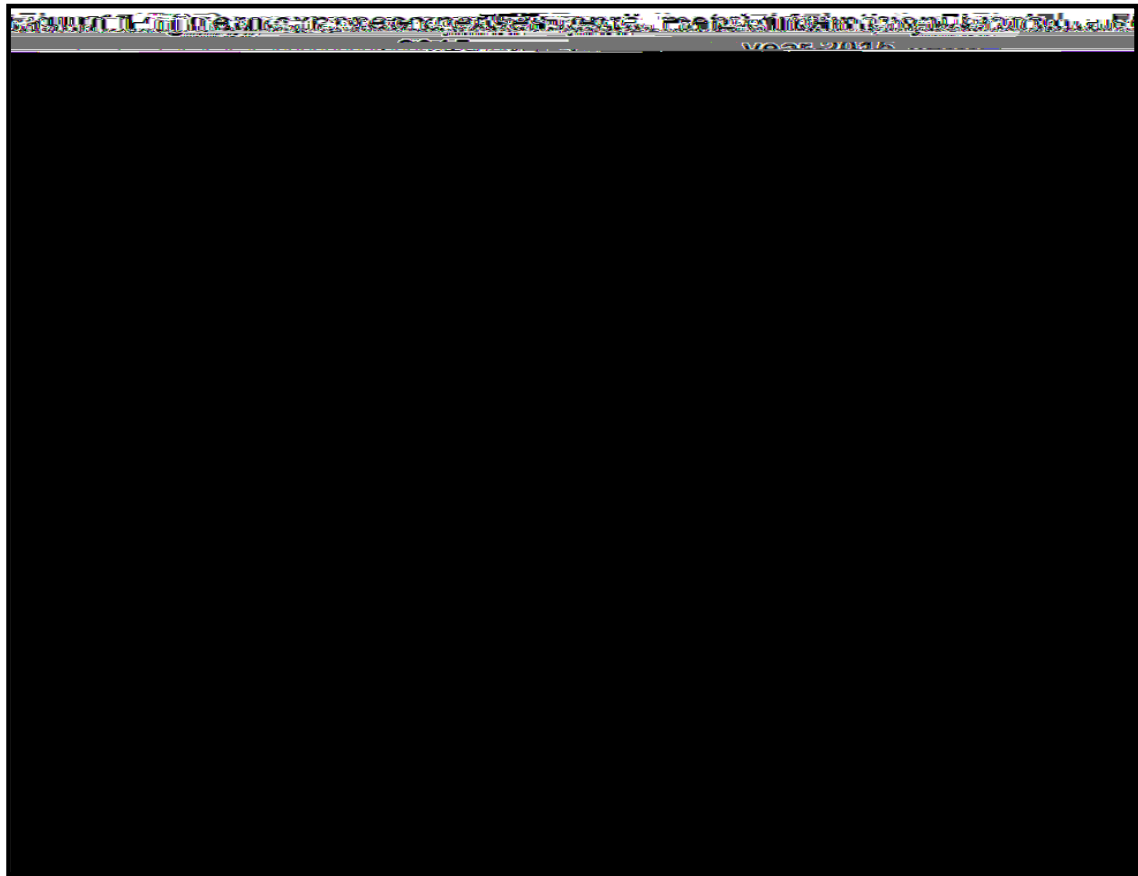
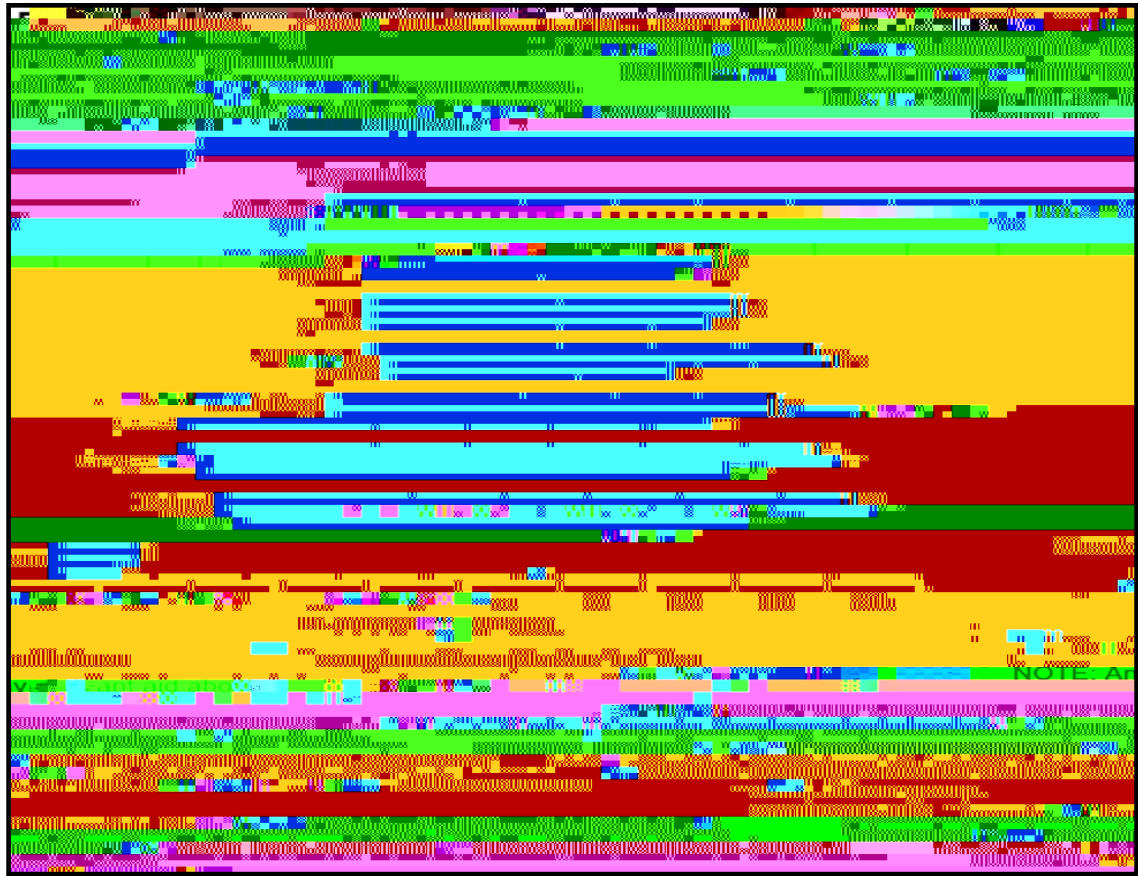
These particular charts demonstrate four themes about ODU relative to peer institutions.

First, The University awarded more Bachelor & Doctorate degrees than its peer group.

Second, the percentage of our students on financial assistance is higher than our peer group.

Third, the University's total core expenditures per FTE enrollment are less than our peer group in all categories.

Finally, the University's overall number of



TUITION & FEE TRENDS

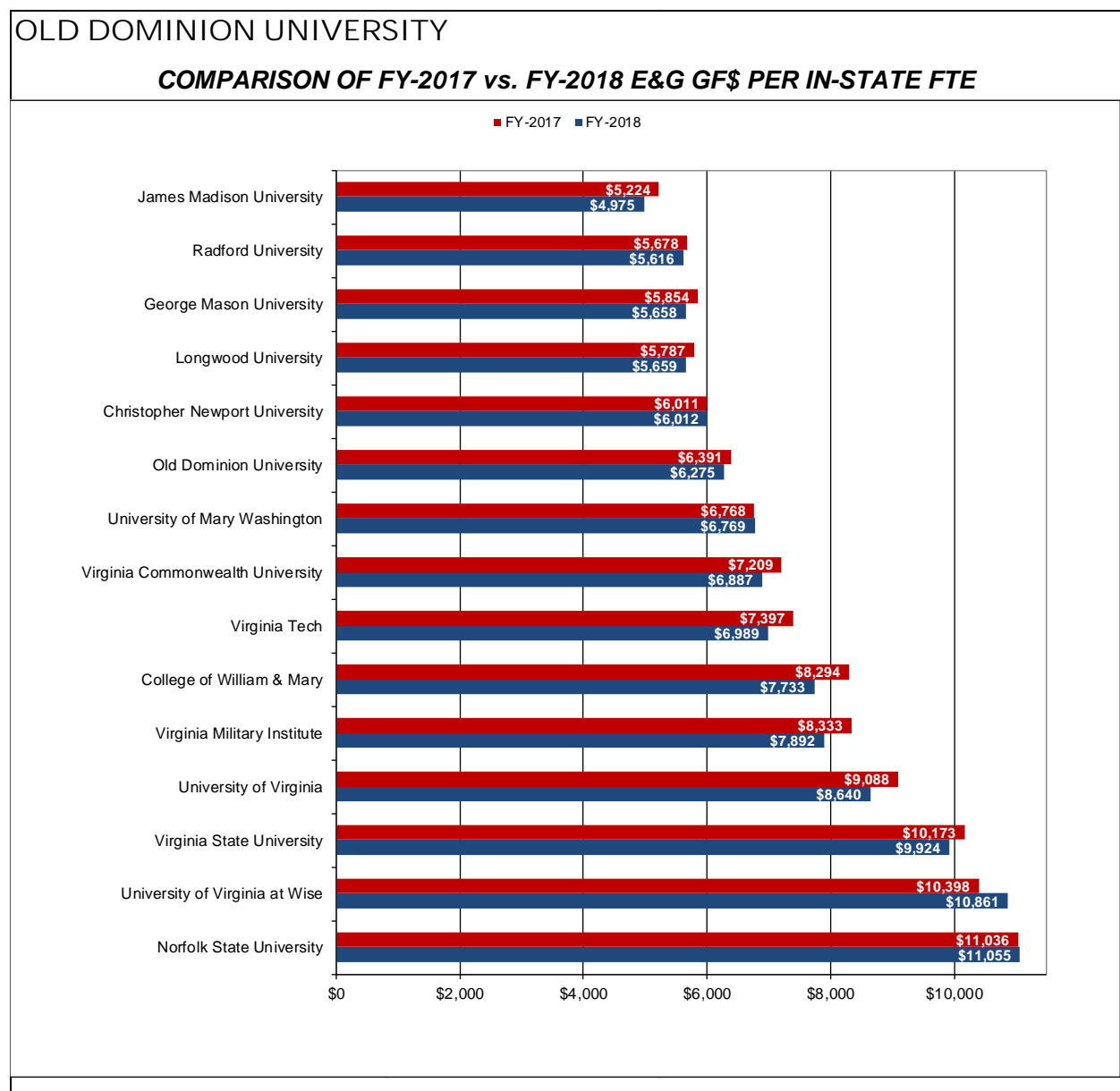
The University's tuition and fee trends over the past five years are cited below and demonstrate the consistent approach to balancing pricing with student affordability and institutional requirements.

OLD DOMINION UNIVERSITY					
Cost of Old Dominion University					
In-State Undergraduate	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Tuition and Mandatory Fees	\$ 8,820	\$ 9,250	\$ 9,768	\$ 10,046	\$ 10,350
Room and Board	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824	\$ 10,122
Total Cost	\$ 17,731	\$ 18,518	\$ 19,214	\$ 19,870	\$ 20,472
Tuition Dollar Change	\$ 360	\$ 430	\$ 510	\$ 270	\$ 300
Other Mandatory Fee Dollar Change	\$ 10		\$ 8	\$ 8	\$ 4
Room & Board Dollar Change	\$ 364	\$ 357	\$ 178	\$ 378	\$ 298
Total Dollar Change	\$ 734	\$ 787	\$ 696	\$ 656	\$ 602
Fees include Technology, Transportation, Health and General Service Fees based on 30 credit hours					
Room and Board reflects a weighted average.					
Out-State Undergraduate	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Tuition and Mandatory Fees	\$ 24,480	\$ 25,420	\$ 26,508	\$ 27,026	\$ 28,200
Room and Board	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824	\$ 10,122
Total Cost	\$ 33,391	\$ 34,688	\$ 35,954	\$ 36,850	\$ 38,322
Tuition Dollar Change	\$ 1,140	\$ 940	\$ 1,080	\$ 510	\$ 1,170
Other Mandatory Fee Dollar Change	\$ 10		\$ 8	\$ 8	\$ 4
Room & Board Dollar Change	\$ 364	\$ 357	\$ 178	\$ 378	\$ 298
Total Dollar Change	\$ 1,514	\$ 1,297	\$ 1,266	\$ 896	\$ 1,472
Fees include Technology, Transportation, Health and General Service Fees based on 30 credit hours					
Room and Board reflects a weighted average.					
In-State Graduate	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Tuition and Mandatory Fees	\$ 10,158	\$ 10,768	\$ 11,424	\$ 11,768	\$ 12,204
Room and Board	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824	\$ 10,122
Total Cost	\$ 19,069	\$ 20,036	\$ 20,870	\$ 21,592	\$ 22,326
Tuition Dollar Change	\$ 456	\$ 610	\$ 648	\$ 336	\$ 432
Other Mandatory Fee Dollar Change	\$ 10		\$ 8	\$ 8	\$ 4
Room & Board Dollar Change	\$ 364	\$ 357	\$ 178	\$ 378	\$ 298
Total Dollar Change	\$ 830	\$ 967	\$ 834	\$ 722	\$ 734
Fees include Technology, Transportation, Health and General Service Fees based on 24 credit hours					
Room and Board reflects a weighted average.					
Out-State Graduate	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Tuition and Mandatory Fees	\$ 25,422	\$ 26,416	\$ 28,128	\$ 28,976	\$ 30,276
Room and Board	\$ 8,911	\$ 9,268	\$ 9,446	\$ 9,824	\$ 10,122
Total Cost	\$ 34,333	\$ 35,684	\$ 37,574	\$ 38,800	\$ 40,398
Tuition Dollar Change	\$ 1,224	\$ 994	\$ 1,704	\$ 840	\$ 1,296
Other Mandatory Fee Dollar Change	\$ 10		\$ 8	\$ 8	\$ 4
Room & Board Dollar Change	\$ 364	\$ 357	\$ 178	\$ 378	\$ 298
Total Dollar Change	\$ 1,598	\$ 1,351	\$ 1,890	\$ 1,226	\$ 1,598
Fees include Technology, Transportation, Health and General Service Fees based on 24 credit hours					
Room and Board reflects a weighted average.					

STATE (GENERAL) FUNDING PER IN-STATE STUDENT FTE

A preliminary analysis of 2017-2018 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.



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 2010–2016. 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 \$12,704 per FTE is not only the lowest of all the doctoral and research institutions but also lower than all of other comprehensive four-year institutions in its spending per student FTE. In 2015-2016 the University's E&G Appropriation would have needed to be increased nearly \$90.8M to equal the average E&G expenditures per student FTE of the Four-Year institutions.

OLD DOMINION UNIVERSITY

2015-16 Total Educational and General Expenditures per

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

CHAPTER 2
FY2016-2018 ACTIONS OF THE GENERAL ASSEMBLY

This section highlights actions taken by the Governor and the General Assembly in the 2017 session regarding the University's General Fund and Nongeneral Fund appropriations for 2017-2018.

STAFF COMPENSATION AND BENEFIT ALLOCATIONS

Compensation Increases

A total of \$4.7M in general and central funds and \$3.5M in nongeneral funds are required to fund the 2 percent salary increase for full-time teaching, research and administrative faculty, and the 3 percent salary increase for classified staff effective on July 10, 2017. In addition, the state provided for an additional 2 percent adjustment to base salary for high turnover job roles, such as entry level housekeeping positions.

VRS General Fund Recovery

Although this was a technical change that had no impact on the total funding to the University, the Conference Committee restored the general fund cut to institutions and reverted the nongeneral fund savings associated with the Virginia Retirement System prepayment.

Benefit Cost Increases

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 FY2018.

E&G Mandated Compensation and Benefit Increases	Projected		Total
	State Funding	University Funding	
Teaching & Research Faculty: 2% Compensation Adj.	748,380	1,012,514	1,760,894
Administrative Faculty: 2% Compensation Adj.	265,849	359,677	625,526
Classified Staff: 3% Compensation Adj.	1,507,396		1,507,396
Benefit Cost Increases	2,200,257	2,177,711	4,377,968
Total E&G State Mandated	4,721,882	2,549,902	7,271,784

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, 2017.

Virginia Degree Completion Network/Online Virginia Network Authority

In the FY2017 Budget, the General Assembly placed \$1M the first year and \$2M 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 was directed to 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. In the FY2018 Budget Process, the Online Virginia Network (OVN) Authority was created and Old Dominion University and George Mason were designated to develop a plan for adult learners and nontraditional students to access online degree programs. The funding to support this initiative - \$1M in FY2017 and \$2M in FY2018 was reallocated from SCHEV to the OVN to be distributed to ODU and GMU as needed. OVN will provide a status report on the plan to the Governor and Chairs of the House Appropriations and Senate Finance Committees by November 1, 2017 and annual progress reports by November 1 in subsequent years.

CAPITAL OUTLAY APPROPRIATIONS

Maintenance Reserve Funds

Maintenance Reserve funding is 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 \$2,232,655 to \$2,443,093 for fiscal year 2018.

Capital Outlay Projects

A total of \$55M (\$10M in institutional funds and \$45M in bond proceeds) were allocated to reconstruct the Stadium at Foreman Field along with language to exempt the debt service costs for the project from the athletic student fee subsidy calculation stipulated in the Code of Virginia § 23.1-1309. It is further stipulated that the University shall not raise the athletic student fee to support the construction of this facility.

CHAPTER 3
2017-18 BUDGET SUMMARY

This section provides an overview of the University's 2017-2018 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 \$2.0M to Auxiliary Fund Balances. Adequate reserves are provided within the budget to address changes in key planning assumptions.

The 2017-2018 Budget and Operating Plan assumes the following tuition and fee increases will go into effect with the Summer 2017 semester:

Category	\$ Increase
In-State Undergraduate	\$300
Out-State Undergraduate	\$1,170
In-State Graduate	\$432
Out-State Graduate	\$1,296
Health Fee	\$4
Average Room & Board	\$298

The E&G budget revenue mix the last ten years (2007-2008 to 2017-2018) 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 \$114.9M in FY2008 to \$122.4M in FY2018. Federal stimulus funds were provided in FY2010 and FY2011 to mitigate the loss of state general funds during that time period. For 2017-2018, the General Fund will constitute 42.8 percent of the total E&G Operating Budget while Nongeneral Funds will comprise 57.2 percent.

Student tuition and fee revenue appropriation increased from approximately \$96.6M in FY2008 to approximately \$163.9M in FY2018. 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 2017-2018 Operating Budget and Plan as detailed in the next chapter.

STUDENT RECRUITMENT, RETENTION, & ENROLLENT MANAGEMENT

Budget Reductions

Strategic opportunities to reduce operating costs and eliminate vacant positions will contribute \$100,000 toward the overall budget reduction plan for E&G without negatively impacting the University's student success initiatives.

Recruitment and Retention Initiatives

Strategic reallocation of \$300,000 in one-time resources will be allocated to further support for recruitment and retention initiatives

Enrollment Management Plan Support

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

The university will also enhance need-based student financial assistance with a reallocation of \$1.0M in base resources.

CAMPUS INFRASTRUCTURE

Strategic opportunities to reduce operating costs and the abolishment of vacant positions will contribute \$256,000 toward the overall budget reduction plan for E&G.

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.



CHAPTR 5
2017-2018 AUXILIARY SERVICES PROGRAM PRIORITIES

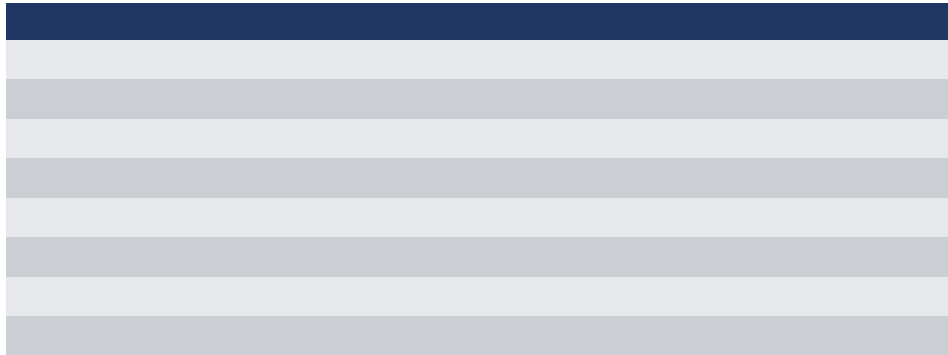
The University's FY2017-2018 Auxiliary Services budget reflects a total addition of \$2M to Auxiliary Fund Balances for the next fiscal year. Overall adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for 2017-2018 and beyond. Rate and fee increases were 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. Strategic reallocation of Student Fee supported auxiliary operations enabled the investment of \$1.3M in mandatory cost increases without any increase to the Auxiliary Student Fee. No state funds are received to support auxiliary service operations.

Auxiliary Student Fee

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

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

As a result of strategic reallocations of existing base resources, the 2017-2018 Tuition and Fee Proposal includes no increase in the per credit hour student activity fees.



Student Housing and Food Services

The room and board rates were increased by an average of 3 percent or \$298 for 2017-2018. 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 FY2018 Budget Plan includes \$3M of one-time expenditures for furniture and maintenance of residential facilities. The housing rate increases is necessary to fund mandatory compensation and benefit increases, and other mandatory cost increases. The increase in the meal plan rates will be used to support the operations and debt service on the new dining facility and one-time resources will be utilized to continue enhancements to the array of dining services available on campus.

Student Health Center

The Student Health Fee will increase from \$82 to \$84 per semester. The increase in the health fee will support mandatory cost increases, including compensation and benefits.

Intercollegiate Athletics

In concert with the overall University strategy to leverage strategic budget reductions and reallocations to fund mandatory Auxili

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 2017, this reserve will have a fund balance of approximately \$18.4M, \$10.0M of which is committed to the Stadium at Foreman Field project.

AUXILIARY SERVICES BUDGET

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 2016-2017 Final Budget and 2017-2018 Proposed Budget.

Pie graphs comparing 2016-2017 Final Budget to 2017-2018 Proposed Budget by revenue fund source (Educational and General, Auxiliary, Grants/Contracts/Gifts, and Student Loan Funds revenue).

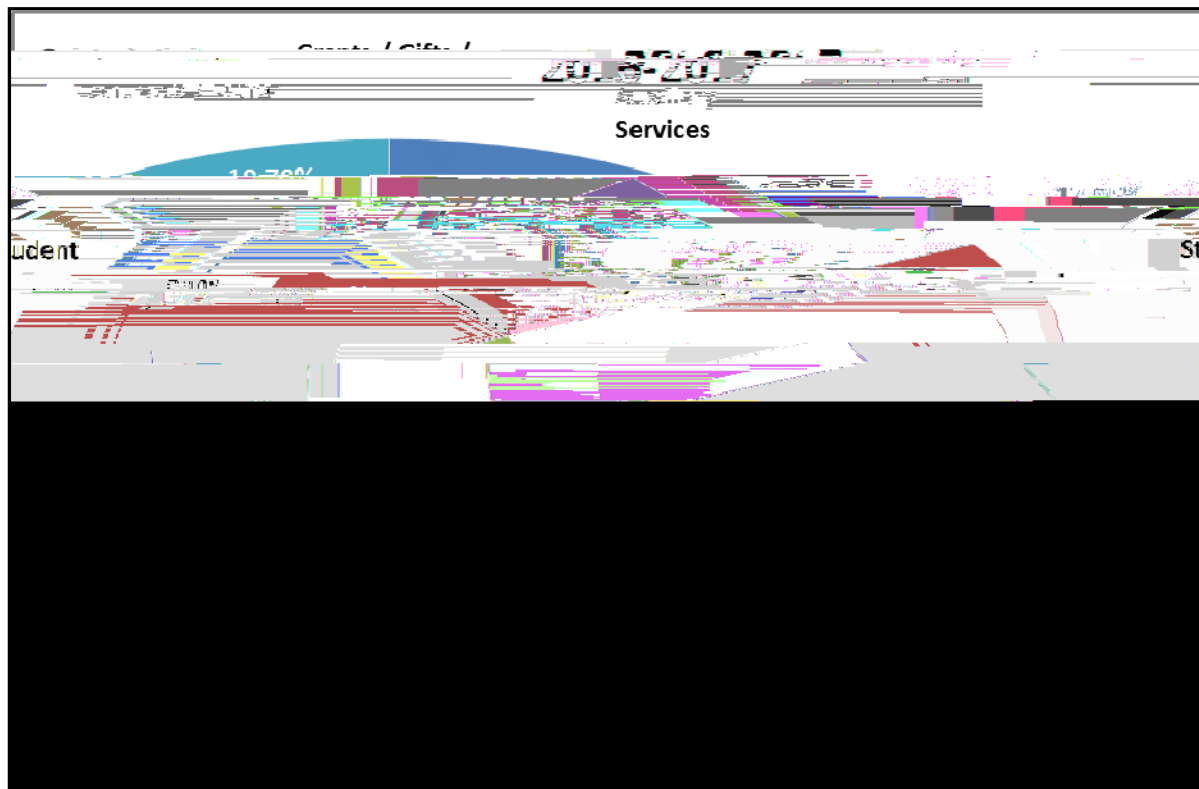
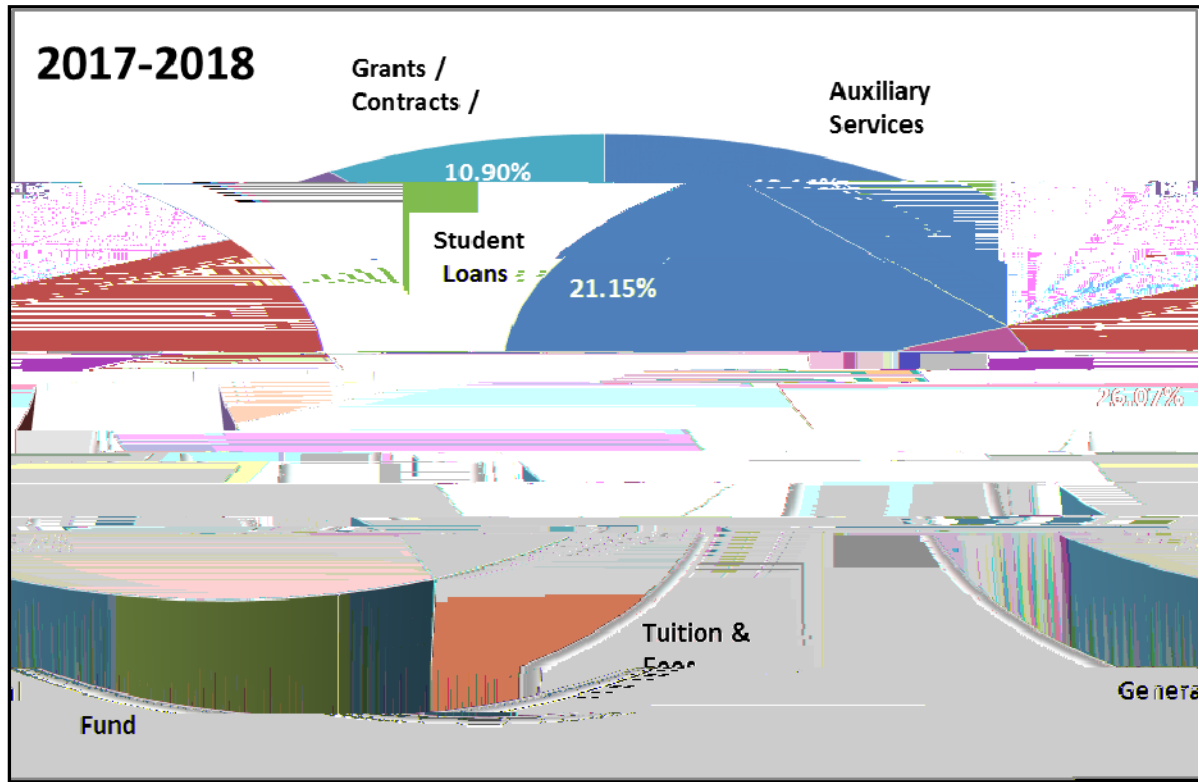
Bar graph comparing 2016-2017 Final Budget to 2017-2018 Proposed Budget by major revenue sources

Bar graph comparing 2016-2017 Final Budget to 2017-2018 Proposed budget of Auxiliary Services Revenue.

TOTAL REVENUE COMPARISONS

2017-2018: \$628,760,000

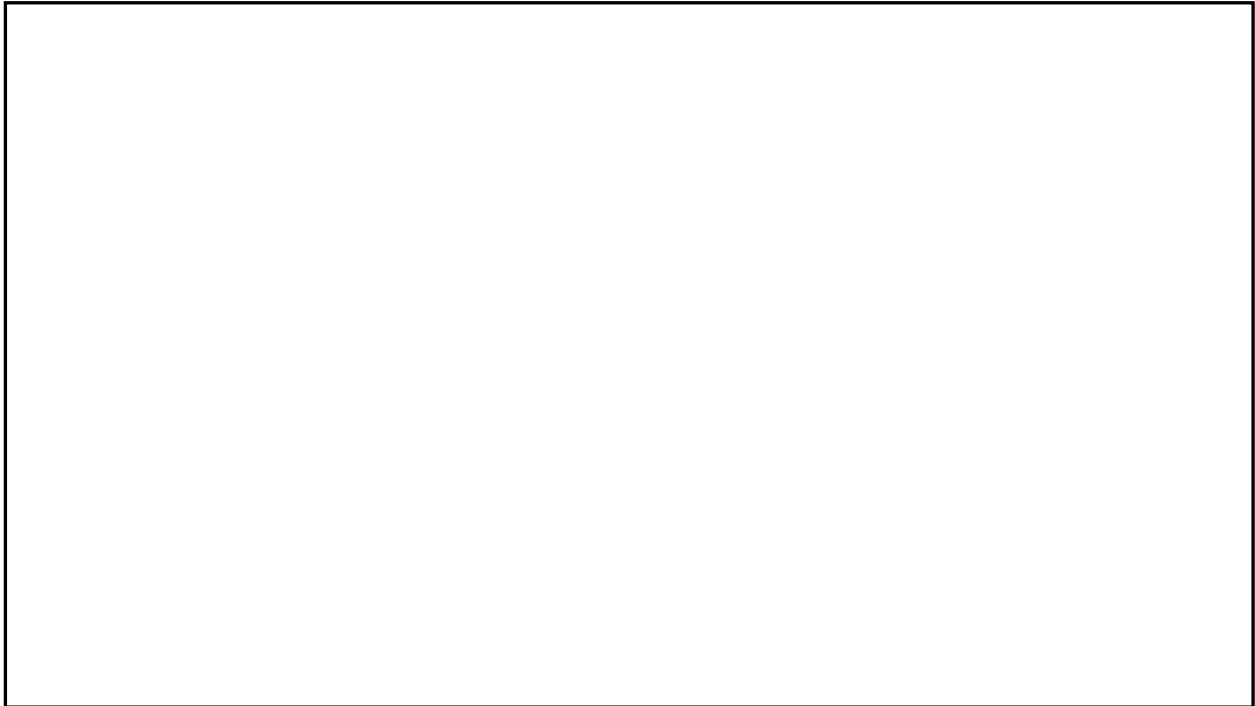
2016-2017: \$622,744,000



BY PRIMARY SOURCES (Dollars)

2017-2018: \$628,760,000

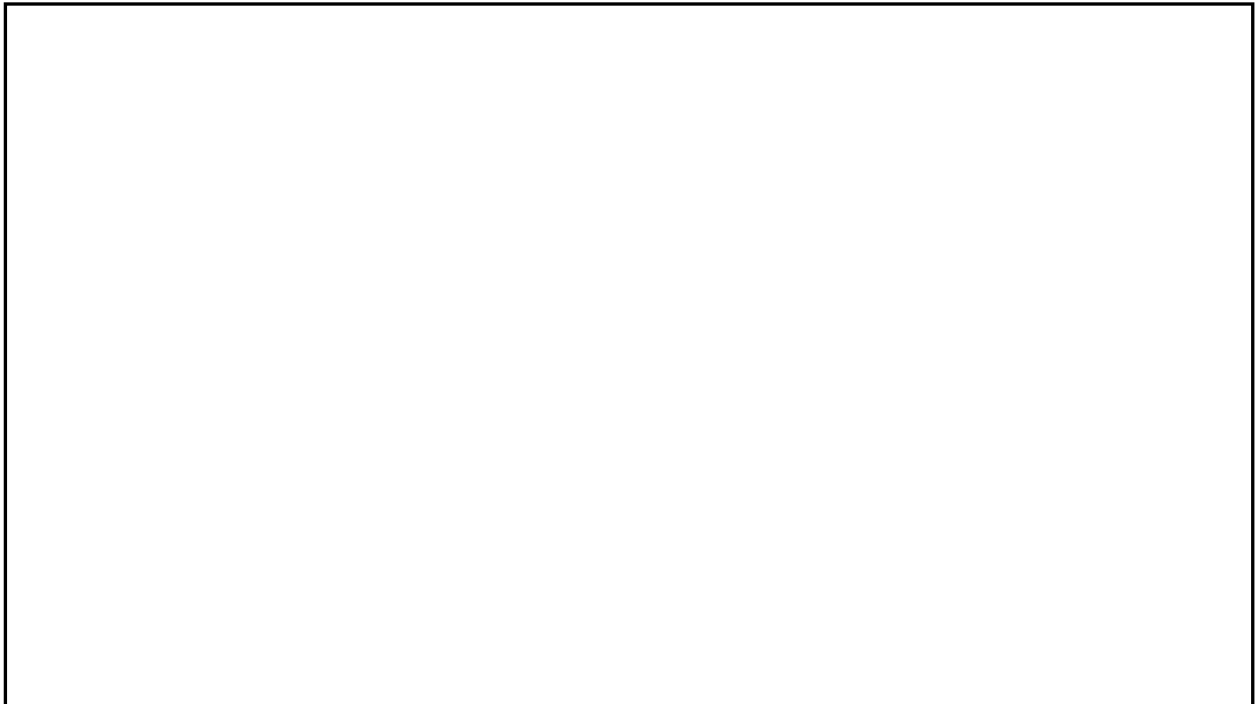
2016-2017: \$620,174,000



AUXILIARY SERVICES REVENUE COMPARISON

2017-2018: \$114,080,000

2016-2017: \$111,808,000



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.

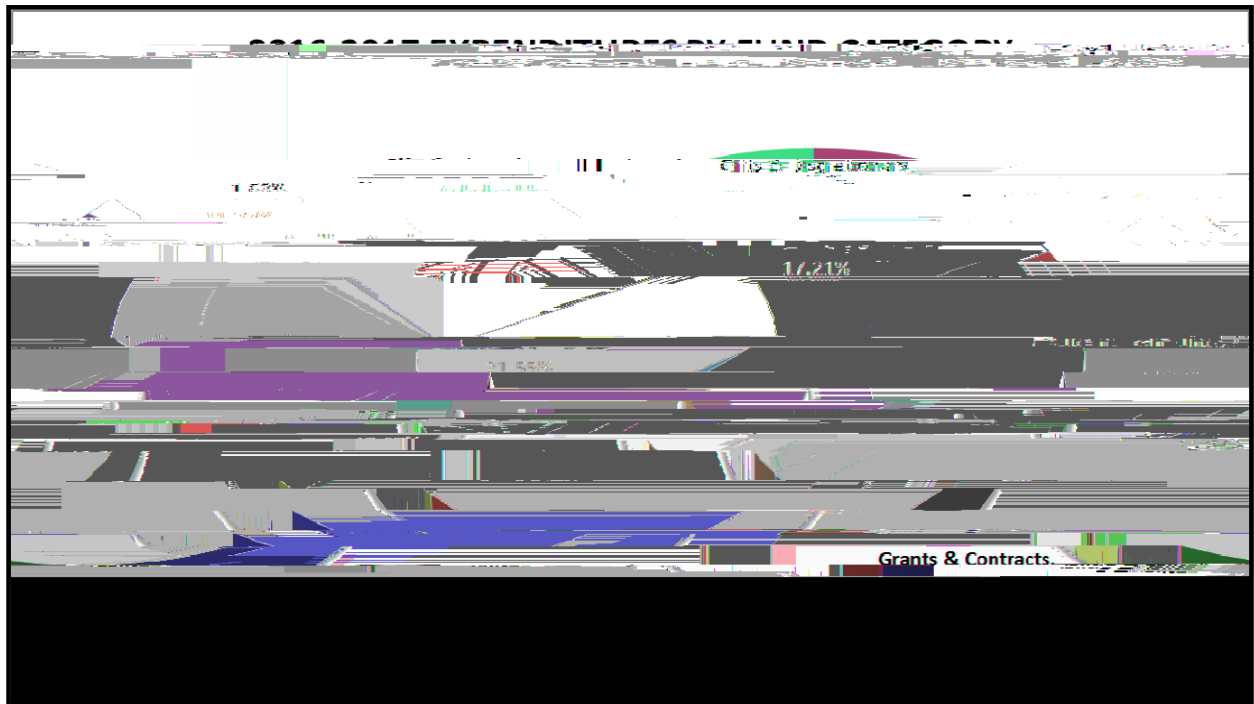
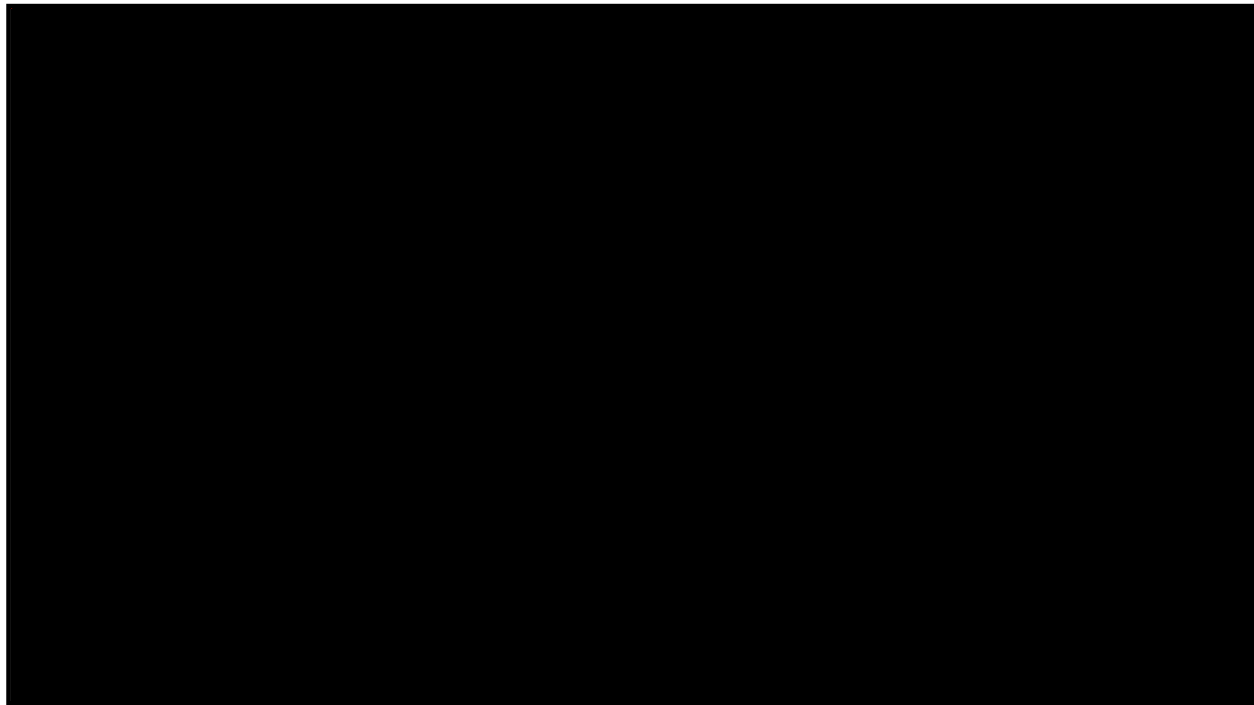
Pie graph 2017-2018 - Total Expenditures by Fund Category

Pie graph 2017-2018 - E&G by Program Areas

Bar graph 2017-2018 - Auxiliary by Program/Function Category

TOTAL EXPENDITURES COMPARISON BY FUND CATEGORY

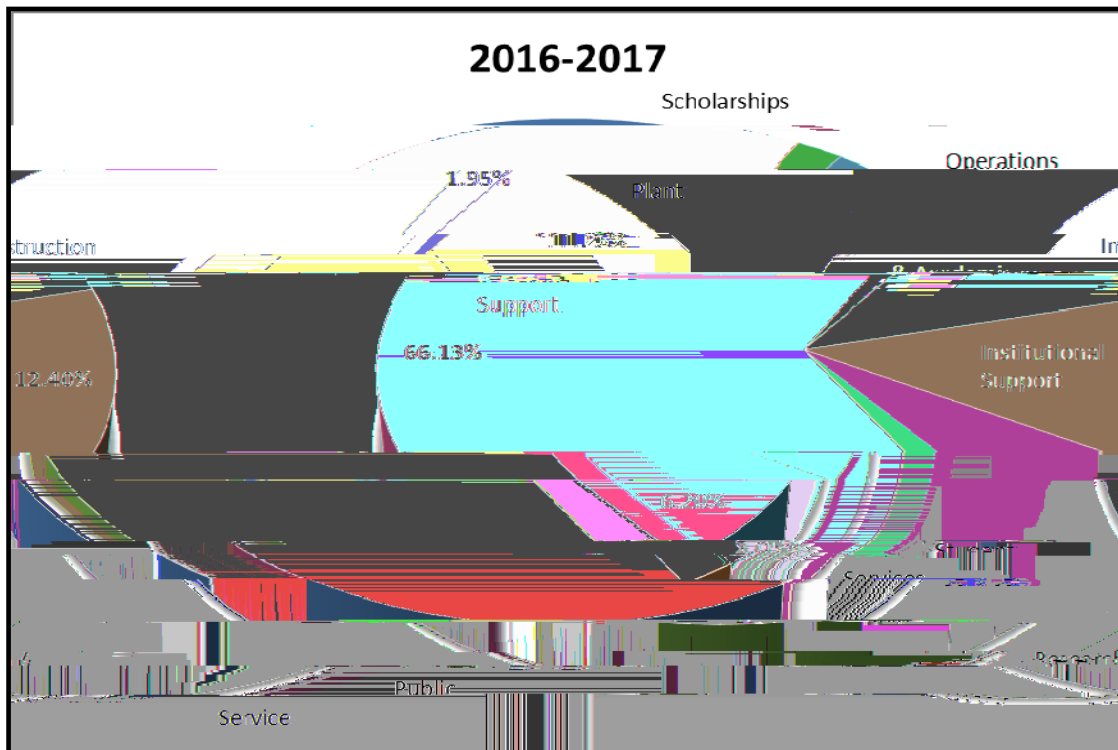
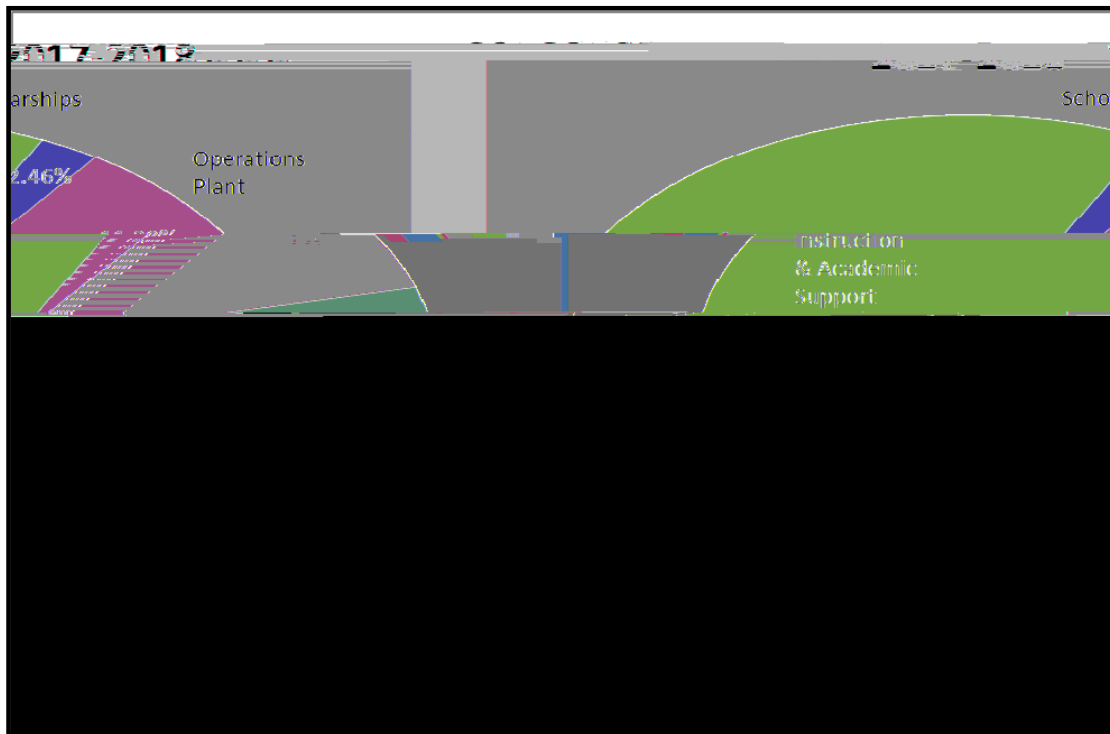
2017-2018: \$626,742,000
2016-2017: \$617,172,000



E&G EXPENDITURE COMPARISON BY PROGRAM AREA

2017-2018: \$287,150,000

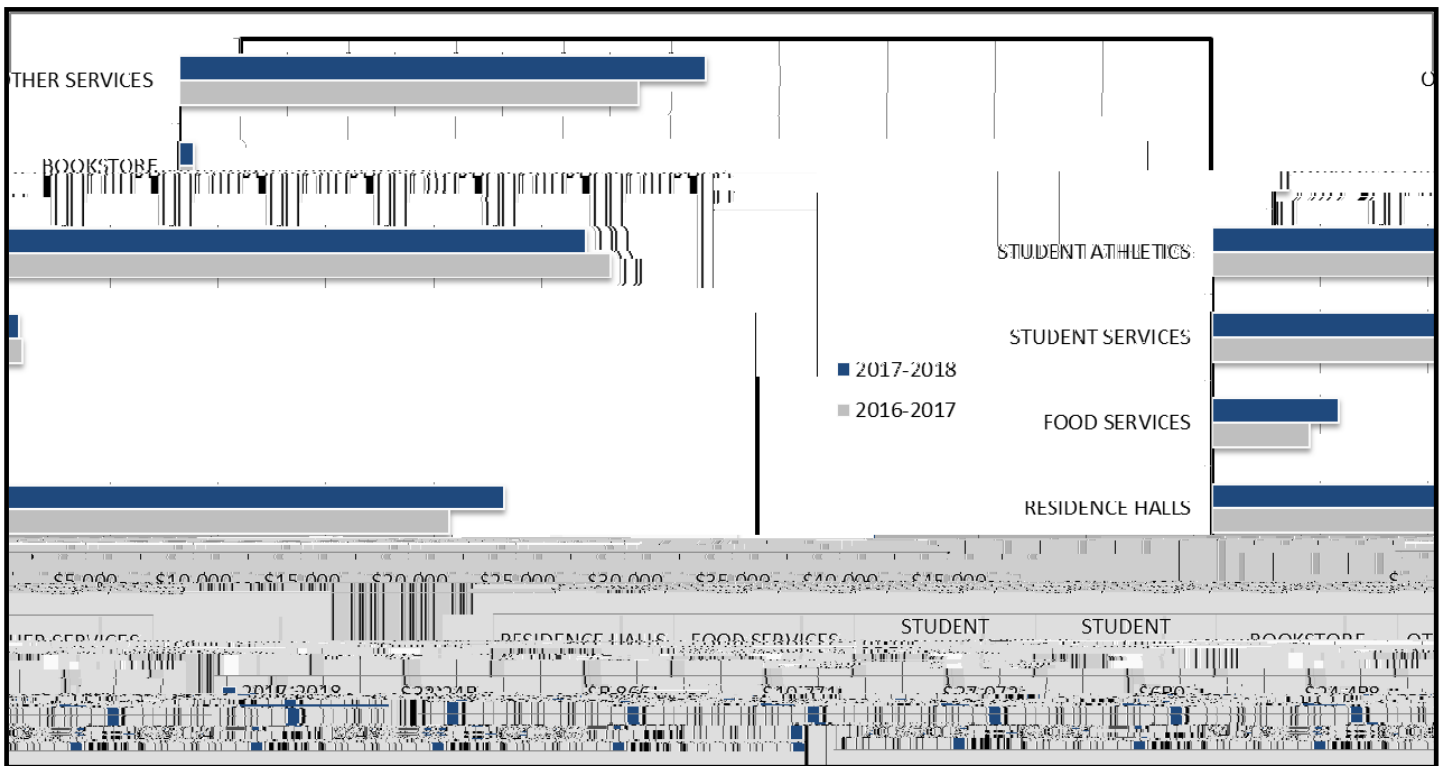
2016-2017: \$283,122,000



AUXILIARY SERVICES EXPENDITURE COMPARISON BY FUNCTION

2017-2018: \$112,062,000

2016-2017: \$106,236,000



APPENDIX

OLD DOMINION UNIVERSITY

EXPENDITURES

	2016-17 Approved Budget Plan	2017-2018 Proposed Budget Plan
E&G		
Instruction	\$ 140,382	\$ 143,225
Research & Sponsored Programs	\$ 5,703	\$ 4,646
Public Service	\$ 110	\$ 110
Academic Support	\$ 46,850	\$ 46,217
Student Services	\$ 17,552	\$ 17,835
Institutional Support	\$ 35,112	\$ 35,604
Operations & Maintenance of Plant	\$ 31,892	\$ 32,454
Scholarships & Fellowships	\$ 5,521	\$ 7,059
Total E&G	\$ 283,122	\$ 287,150
Auxiliary Services	\$ 106,236	\$ 112,062
Grants & Contracts	\$ 11,775	\$ 12,775
Gifts & Discretionary	\$ 10,415	\$ 9,715
Scholarships & Fellowships	\$ 72,624	\$ 72,040
Student Loan Funds	133,000	TJ 6.748 0 TD -.0004 Tc .0002 Tw (\$

OLD DOMINION UNIVERSITY

	2016-2017 APPROVED BUDGET	2017-2018 PROPOSED BUDGET
AUXILIARY PROGRAM S		
RESIDENCE HALLS		
Revenues	\$ 32,804	\$ 32,361
Expense	\$ 30,721	\$ 33,245
Net	\$ 2,083	\$ (884)
FOOD SERVICES		
Revenues	\$ 5,252	\$ 5,253
Expense	\$ 4,518	\$ 5,866
Net	\$ 734	\$ (613)
STUDENT SERVICES		
Revenues	\$ 11,033	\$ 10,771
Expense	\$ 10,908	\$ 10,771
Net	\$ 125	\$ 0
STUDENT ATHLETICS		
Revenues	\$ 36,600	\$ 36,918
Expense	\$ 38,154	\$ 37,072
Net	\$ (1,554)	\$ (154)
BOOKSTORE		
Revenues	\$ 650	\$ 650
Expense	\$ 648	\$ 650
Net	\$ 2	\$ (0)
OTHER SERVICES (Parking,		

OLD DOMINION UNIVERSIT Y

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
<u>Education & General</u>									
Instruction	\$ 177	\$ 142,376	\$ -	\$ -	\$ -	\$ 672	\$ -	\$ -	\$ 143,225
Research & Sponsored Programs	\$ -	\$ 931	\$ -	\$ -	\$ -	\$ 3,715	\$ -	\$ -	\$ 4,646
Public Service	\$ -	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110
Academic Support	\$ -	\$ 27,156	\$ 16,967	\$ -	\$ 2,094	\$ -	\$ -	\$ -	\$ 46,217
Student Services	\$ 180	\$ 2,164	\$ -	\$ -	\$ 15,491	\$ -	\$ -	\$ -	\$ 17,835
Institutional Support	\$ 8,127	\$ 4,840	\$ 9,897	\$ 5,760	\$ 2,821	\$ 1,908	\$ 2,251	\$ -	\$ 35,604
Operations & Maintenance of Plant	\$ 7,794	\$ -	\$ 24,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,454
Scholarships & Fellowships	\$ -	\$ -	\$ 7,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,059
E&G Subtotal	\$ 16,278	\$ 177,577	\$ 58,583	\$ 5,760	\$ 20,406	\$ 6,295	\$ 2,251	\$ -	\$ 287,150
Auxiliary Enterprises	\$ -	\$ 5,954	\$ 29,853	\$ 908	\$ 42,127	\$ -	\$ -	\$ 33,220	\$ 112,062
Grants & Contracts	\$ 200	\$ 7,500	\$ 10	\$ 5	\$ 105	\$ 4,955	\$ -	\$ -	\$ 12,775
Gifts & Discretionary	\$ 450	\$ 5,550	\$ 800	\$ 800	\$ 100	\$ 1,000	\$ 15	\$ 1,000	\$ 9,715
Scholarships & Fellowships	\$ -	\$ 500	\$ -	\$ -	\$ 66,855	\$ -	\$ -	\$ 4,685	\$ 72,040
Student Loan Funds	0	\$ -	\$ -	\$ -	\$ 133,000	0	0	0	\$ 133,000
Total Expenditures	\$ 16,928	\$ 197,081	\$ 89,246	\$ 7,473	\$ 262,593	\$ 12,250	\$ 2,266	\$ 38,905	\$ 626,742

