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Jean Mottley, Ph.D.  
Senior Associate for Finance Policy  
State Council of Higher Education for Virginia  
101 N. 14<sup>th</sup> Street  
Richmond, VA 23219

**SUBJECT:** Transmittal of Old Dominion University's 6-Year Academic & Financial Plan

Dear Dr. Mottley:

Please find attached to this letter Old Dominion University's (ODU) 6-Year Academic & Financial Plan, which has been updated to reflect FY2014 legislative and institutional funding actions, as well as the addition of initiatives we believe will advance the objectives and priorities of the Commonwealth and provide a platform of increased success for our students. Old Dominion University continues to work diligently to meet the stated objectives of the Governor's TJ21 legislation, emphasizing the University's mission to provide our constituencies access to a quality and affordable higher education experience.

As in the past several years, increasing the number of full-time faculty positions remains our number one priority. Over the past few years Old Dominion University has invested in additional faculty positions which have lowered our faculty-to-student ratio from 21 to 1 to 20 to 1 (based on the most recent IPEDS data); however, this is still well above the 17 to 1 average ratio of our peers. Our ability to positively impact the success and retention of our students rests on ensuring that they enjoy the same faculty attention and focus as their counterparts at our sister institutions. To that end, I have included a request for an additional 170 full-time faculty positions and \$17.9M in funding, which would improve our student-faculty ratio to the calculated average of the Commonwealth's six doctoral research institutions.

Also similar to years past, our second priority continues our emphasis on improving our Base Adequacy percentage to 90%. For 2014-2015, ODU's E&G resources are approximately 83% of those calculated using the Base Adequacy model (approximately 11% less than the next closest institution, and a decline of 2% from the previous year). Thus, we have included a request of a base increase of \$9.9M in FY2016 with the expectation of achieving 90% of Base Adequacy in FY2017--still well below all other two-year or four-year institutions in the Commonwealth. These additional resources would be targeted at important academic programs and direct support (including infrastructure) to our students and their academic needs.

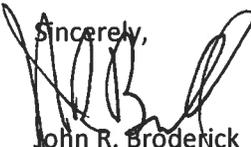
Our third priority focuses on increasing faculty salaries to attain the 60<sup>th</sup> percentile of our peer group. Our most recent assessment of our average faculty compensation as compared to our peers

notes that we are at 31% of the median of this group. Achieving the SCHEV goal of 60% of the median salary of our peer group would require nearly \$10.4M. Therefore, we have incorporated into our Plan faculty salary increases to raise our average faculty salary to the 60% goal.

We have also included an initiative to our 2014-16 Plan that we believe to be of critical importance to the future of the Commonwealth: the creation of the National Center for Sea Level Rise. ODU intends to establish this center, a collaboration among federal, state, local, academic, non-profit and private organizations, with a primary focus on sea level rise and its consequences for coastal communities. The Mitigation and Adaption Research Institute (MARI) at ODU focuses on mitigating the impacts of sea level rise, such as increased magnitude and frequency of inundation, through research, education and outreach. This is an interdisciplinary effort to provide relevant information about vulnerability to recurrent flooding, realistic risk estimates, planning and implementation of practical solutions to regional stakeholders such as policy and decision makers and city and governmental planning departments. Designation as a National Center for Sea Level Rise will broaden the scope of this effort and facilitate the creation of new businesses and jobs for a growing mitigation and adaptation market, from local to global levels. A total of \$917,852 in funding and 13 FTE positions are requested.

Thank you for the opportunity to update our Plan and present the strategic priorities of the University. ODU is committed to advancing the work of the Higher Education Commission, the Higher Education Advisory Committee, and the TJ21 legislation. I look forward to discussing our Plan in more detail.

Sincerely,



John R. Broderick  
President

JRB/dwm