



OLD DOMINION
UNIVERSITY

BUDGET SUMMIT FINAL REPORT

2023

EVENT Summary

On April 26, 2023, the Old Dominion campus community came together for the University's first-ever Budget Summit. It was an event aimed at increasing awareness of state and institutional budget processes and generating ideas for the future in the areas of efficiencies, innovation, and revenue generation. In total, approximately 700 Monarchs attended the open sessions, while 200 students, faculty, and staff participated in an all-day program with breakout groups. A total of 12 breakout groups generated 67 overarching recommendations, as each group was asked to identify five to seven initial concepts with further exploration of 36 specific strategies, representing three from each group. From there, the specific strategies were reviewed for overlap and similarity, resulting in 21 specific recommendations. As the aforementioned items have a great deal of synergy with the University's 2023-2028 Strategic Plan, "Forward-Focused: Where Innovation Meets Possibilities," review and implementation will occur over the planning cycle.

SPECIFIC Recommendations

EFFICIENCIES: *As a University, we must examine our historical approaches, current processes, existing systems, and active technologies with the goal of identifying collective inefficiencies, increasing individual effectiveness, and streamlining daily efforts!*

1.
Conduct a system-wide examination of software and technology-based platforms, including customer relationship management, or CRM, to ensure seamless communication and full integration in order to reduce barriers, increase workflows, and improve outcomes

2.
Increase the retention of faculty and staff by investing in employees and engaging in cross training, professional development, and succession planning to ensure a consistent, prepared, and talented workforce

3.
Review all evaluation processes, including annual evaluations for employees and course evaluations by students, and the supportive technologies currently in place with the goal of ensuring automated, consistent, and user-friendly interfaces



“Old Dominion University must evolve and be on the cutting edge. We must think outside of the box! And, in our most recent strategic plan, we made a commitment to do just that. We made a commitment to be forward-focused. And, we pledged to embrace innovation and create possibilities!”

– PRESIDENT BRIAN O. HEMPHILL, PH.D.

“The Budget Summit was a valuable opportunity to reflect upon the strategic choices facing the University. The presentations and the opportunities to ask questions, combined with the readings, helped me better understand the challenges facing higher education, and the ways the University can find opportunities to meet those challenges effectively.”

— Associate Professor of
Political Science and International Studies
JESSE RICHMAN, PH.D.



4.
Streamline and improve student services with the goal of increasing retention and success measures due to higher utilization and satisfaction through a one-stop shop model where all inquires can be addressed through proper review with subsequent tracking for both completion and resolution

5.
Improve administrative and financial services focused on process improvement with a priority of modernization, relevancy, and simplicity

6.
Review talent resource approaches and engagement, such as recruitment, onboarding, and position management processes, to ensure a strategic and systematic methodology driven by best practices and desired outcomes

“The Budget Summit was one of the most fulfilling uses of my time in an all-day meeting in quite a while. I appreciate the President engaging so many of us from so many different roles within the campus for such a transparent and potentially transformative discussion of the institutional budget.”

— Associate Professor of Communication
Disorders and Faculty Senate Vice Chair
CORRIN GILLIS, PH.D.

INNOVATION: As a University, we will be prepared for the future and the continued evolutions and new possibilities that make it possible!

7.
Capitalize on the University’s urban location and coastal proximity by enhancing workforce connections and existing industries in the region and ensuring that the University plays a leadership role in the connections and industries of the future

8.
Embrace the concept of a holistic workforce model that places an equal emphasis on internships, both traditional and non-traditional; mentorship, especially with alumni connections; student employment; soft skills; research experiences; career pathways; skill gaps; and ongoing learning by engaging students early in innovation and throughout their studies

9.
Pursue faculty engagement and involvement to engage in research; bring business experience to the classroom; change the traditional mode of operation; adapt courses and content to fit today’s needs; incorporate different ways of teaching; and leverage online modalities with well-developed, flexible courses

10.
Embrace the digital enterprise and immersive new technologies, such as artificial intelligence, or AI, by leveraging, accepting, understanding, and applying it to all facets of the University

11.
Identify ways to evaluate life experiences and unbundle programs through an innovative framework for assigning credit, monitoring engagement, and ensuring success

REVENUE GENERATION: *As a University, we will maximize our primary resource of people to generate ideas for our future, as well as identify sources of support for our mission of teaching, research, and service, while growing our impact, advancing our footprint, and increasing our possibilities!*

12.
Diversify student enrollment to include specialized pathways for high school and community college students, as well as the military (active duty and veterans), with an additional focus on attracting more out-of-state and international students

13.
Develop a differential tuition model for review and possible implementation to better account for the overlapping synergies of cost drivers and high-demand areas

14.
Expand innovative programming and develop flexible course options to pursue credentialing and continuing education opportunities, such as stackable credentials and certificates, market-driven degree offerings, and a stronger emphasis on adult learners

15.
Expand University Advancement outreach strategies to ensure stronger engagement with and full utilization of alumni and donor networks with relationship-building

16.
Study the feasibility of offering fee-based service subscriptions, such as library resources, to alumni and community members

17.
Expand campus facility and ground utilization, especially outside of the traditional academic calendar with summer programming, by developing a centralized and fee-based model for external functions and groups to enhance engagement and increase revenue

18.
Invest in the University's brand to grow its presence, reputation, and stature in the community and across the Commonwealth, as well as nationally and internationally, with expanded licensing and outreach efforts

19.
Increase housing inventory and expand options, such as graduate and family housing

20.
Utilize in-house expertise, facilities, and services by offering outpatient clinics and community services at lower-cost, competitive rates with other providers and create billing structures or review existing ones for currently offered services where possible, including campus-based counseling

21.
Expand the University's funding portfolio by pursuing additional opportunities, such as government grants, private funding, and research commercialization



“What a valuable opportunity to help different departments learn about budget operations across campus and to understand how our operations impact each other. It provides a great opportunity for synergy and process improvements.”

— University Space Manager
SHELLEY-ANN JULES-PLAG

“This first-of-a-kind Budget Summit engages the campus community in shared governance and provides a unique perspective of how an institution like ODU operates and plans for the future.”

— Batten Endowed Chair in Machine Learning and
Batten College of Engineering and Technology Associate Dean for Research
Khan Iftekharuddin, Ph.D.



“Being a participant in the Budget Summit was a unique and valuable opportunity to understand how all the pieces of our annual budget request work together. It deepened my appreciation for the intricacies of the budget allocation process and highlighted the importance of strategically aligning our requests to support the mission of the University. The breakout sessions were collaborative and thought provoking, and I loved hearing the constructive brainstorming from across the teams!”

— Executive Director of Digital Learning Enrollment Marketing
PAMELA MARTIN

RECAP Story

INAUGURAL BUDGET SESSION ENCOURAGES INNOVATION AND EFFICIENCY

Approximately 700 stakeholders from across Old Dominion University gathered in Chartway Arena on April 26, 2023 to participate in the inaugural Budget Summit. Students, faculty, staff, and administrators were invited to brainstorm opportunities for innovation, efficiencies, and revenue generation with the goal of making higher education at ODU equitable, affordable, and transformative.

In his opening remarks, President Brian O. Hemphill, Ph.D., explained that adapting in a rapidly changing industry requires ideas and perspectives from across the University. “When we think about the landscape of higher education, it is changing right before our eyes. Higher education is operating in an industrial model in a post-industrial society, and the level of federal and state funding continues to fluctuate,” he said.

Higher education institutions are also grappling with high levels of student debt and anticipated declines in enrollment based on population changes.

“All of these factors are creating significant questions from our citizens around the value of higher education, and we know they are asking the question – is it truly worth the cost?” President Hemphill said. “Our reality is that universities that are willing to adapt to the learners of today and the learners of tomorrow will truly be the institutions that will prosper for the future.”

President Hemphill charged those assembled to envision how ODU could evolve and remain on the cutting edge. “We must think outside the proverbial box,” he said. “By working together, I truly believe there’s no limit to what we have the ability to achieve and accomplish.”

The event began with an open session featuring presentations on the state budgeting process from Aimie Gindi, associate director of the Virginia Department of Planning and Budget, and the University budgeting process from Chad A. Reed, vice president for administration and finance and chief financial officer.

Vice President Reed shared how the University allocates resources, noting the bulk of expense supports instruction. He set forth the key objective for those assembled: leverage the summit to collaboratively inform both the internal budget process and six-year plan the University will submit to the state on July 15, 2023.

Participants broke into 12 groups focused on innovation, efficiencies, and revenue generation, and they shared their findings with all attendees in the afternoon. Representatives presented strategies, ranging from embracing artificial intelligence, or AI, to incentivizing shared investment in systems and reassessing grading methodologies.

Presenting on behalf of a breakout group, Interim Associate Vice President for Finance and University Controller Maggie Libby celebrated the spirit of the event, saying, “In my 11 years with the University, I’ve never had the opportunity to talk to so many people from different parts of campus.”

“I enjoyed the informative opening session and was glad that all interested persons could take part. As a facilitator of one of the later sessions, I was pleased at the active and robust participation by all attendees and quite heartened by the similarity and common perceptions across groups that was revealed in the summary overviews in the final session. Some clear guidelines for budget priorities were laid out in these sessions, which I hope will be taken to heart.”

— Associate Professor of Educational Foundations and Leadership
DENNIS GREGORY, ED.D.



“The Budget Summit was a perfect example of how organizations can and should strategically facilitate leadership collaboration for the purpose of planning, innovation, and problem solving!”

— Assistant Vice President
for Auxiliary Services
TODD JOHNSON



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