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EXECUTIVE SUMMARY

The 2010-2011 Operating Budget Plan for Old Dominion University has been developed from the initiatives outlined in the University's Strategic Plan and the previous actions taken by the Governor and General Assembly during the 2010 session.

- The budget reflects the revenue assumptions and management of the expenditure base as identified in the 4-Year Financial Plan. The General Fund Appropriation shows a cumulative 35% base reduction of \$36.5 million. To address the state funding reduction, the University reduced operating expenses by 5% or \$5.6 million in FY2009, another 2% or \$2.2 million in FY2010, allocated \$4.9 million in surplus tuition funds from FY2009 enrollment growth, allocated \$7 million in FY2011 tuition and leveraged stimulus funding to enable one-time investments.
- The budget is based on conservative assumptions related to enrollment growth.
- The Educational and General Operating Budget is supported with both general (state) and nongeneral (tuition) revenues. As approved by the Board of Visitors at the April 2010 board meeting, tuition rates for undergraduate and graduate students were increased by approximately 7 percent. The additional \$7 million in tuition revenue from the increase will be used to support new base budget initiatives, such as additional faculty positions. This revenue will also fund contract escalation costs, security and public safety needs.
- The budget includes \$12.7 million in federal stimulus funding. In accordance
 with the University's plan, these stimulus funds will be used to offset the fulltime payroll which in turn will free up E&G salary and benefit funds for one-

CHAPTER 1 OVERVIEW OF THE 2010-2011 OPERATING BUDGET AND PLAN

STRATEGIC PLAN

As outlined in the University's Strategic Plan 2005-2009, a series of strategic initiatives were created that continue to provide the priorities for the resource allocation decisions contained in the 2009-2010 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 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 behind the new plan are:

- Bolstering ODU's position as a major metropolitan university in the southeastern United States;
- Developing and expanding strategic partnerships with a wide range of educational, governments and corporate institutions; and
- Enriching a student-centered culture on campus

For more information about the University's strategic planning process please visit www.odu.edu/ao/sp.

PRO	PROGRAM, POLICY DIRECTION, BUDGET DRIVERS FOR 2010-11									
The	Commonweal	th of	Virginia,	like 46	othe					

The initiatives are continuously evaluated and modified and those that do not lead to significant measurable results will be abandoned. The University will be enhancing the integrated strategic goal and objectives tracking system (WEAVE Online) with more definitive outcomes data. The University must both be responsive to the rapidly changing higher education environment and follow the objectives outlined in the University's Strategic Plan.

CHAPTER 2 FY2010-2012 ACTIONS OF THE GENERAL ASSEMBLY

112010				
This section highlights	actions taken	by the Governor	and the General Asse	mbly in the

Equipment Trust Fund

The 2010-2011 Equipment Trust Fund provides for allocations totaling \$56 million annually statewide to purchase technology and other equipment. Old Dominion's share of this allocation remains approximately \$4.2 million for each year of the 2010-2012 biennium. The funds will be used to support technological initiatives such as mediated classrooms, communications systems enhancements, obsolete instructional equipment and faculty and staff workstations.

Maintenance Reserve Funds

Maintenance Reserve funding has been a function of the Commonwealth's budget and the economy. Prior biennium general fund appropriations to fund repairs aimed at maintaining or extending the useful life of a facility, such as roofs, heating and cooling, and electrical systems have fluctuated. The Commonwealth budget increases the statewide Maintenance Reserve appropriation and utilizes bond proceeds. ODU's Maintenance Reserve allocation decreases from \$1.9 to \$1.2 million for 2010-2011.

General Fund Trends

The following chart demonstrates the magnitude of cumulative state general fund reductions FY2009 to FY2012 resulting from the economic recession. Note FY2009 is just a snapshot starting point and, therefore, does not capture base adjustments at certain institutions which alter a few percentages including Old Dominion University's.

VIRGINIA HIGHER EDUCATION INSTITUTIONAL GENERAL FUND APPROPRIATIONS & REDUCTIONS FY2009 -FY2012

		FY2009		FY2009	Percent		FY2010	Percent		FY2010	Percent		FY2011		FY2012	С	umulative GF\$	Percent
Institutio)I	GF\$ *		GF\$		G	F \$ Reduction		GF	\$ Reduction		L	GF\$		GF\$		Reduction	
				Reduction		(Chapter 781		ре	r HB/SB29 **							from 2009	
CNU	\$	28,619,548	\$	(1,430,977)	-5%	\$	(4,332,608)	-15%	\$	(851,385)	-3.73%	\$	23,381,851	\$	20,646,134	\$	(7,973,414)	-27.86%
CWM	\$	48,949,460	\$	(3,426,462)	-7%	\$	(7,395,210)	-15%	\$	(1,442,974)	-3.78%	\$	39,291,864	\$	34,655,223	\$	(14,294,237)	-29.20%
GMU	\$	139,988,610	\$	(9,799,203)	-7%	\$	(21,168,493)	-15%	\$	(4,171,140)	-3.83%	\$	111,733,347	\$	98,330,415	\$	(41,658,195)	-29.76%
JMU	\$	77,821,713	\$	(5,447,520)	-7%	\$	(11,777,832)	-15%	\$	(2,347,055)	-3.87%	\$	63,577,853	\$	56,036,172	\$	(21,785,541)	-27.99%
LU	\$	27,137,529	\$	(1,356,876)	-5%	\$	(4,104,225)	-15%	\$	(836,798)	-3.86%	\$	23,855,610	\$	20,272,085	\$	(6,865,444)	-25.30%
UMW	\$	23,657,336	\$	(1,656,014)	-7%	\$	(3,573,822)	-15%	\$	(715,197)	-3.88%	\$	18,987,067	\$	16,738,956	\$	(6,918,380)	-29.24%
NSU	\$	40,882,896	\$	(2,044,145)	-5%	\$	(6,186,892)	-15%	\$	(1,241,942)	-3.80%	\$	39,807,466	\$	35,816,791	\$	(5,066,105)	-12.39%
ODU	\$	112,917,966	\$	(5,645,898)	-5%	\$	(16,589,811)	-15%	\$	(3,375,864)	-3.72%	\$	89,771,848	\$	78,924,343	\$	(33,993,623)	-30.10%
RU	\$	49,926,410	\$	(2,496,321)	-5%	\$	(7,548,755)	-15%	\$	(1,521,624)	-3.82%	\$	42,386,924	\$	36,328,928	\$	(13,597,482)	-27.24%
UVA	\$	151,707,908	\$	(10,619,554)	-7%	\$	(23,081,949)	-15%	\$	(4,569,031)	-3.87%	\$	120,946,433		106,603,758		\$	
LU UMW NSU ODU RU	\$ \$ \$ \$	27,137,529 23,657,336 40,882,896 112,917,966 49,926,410	\$ \$ \$ \$	(1,356,876) (1,656,014) (2,044,145) (5,645,898) (2,496,321)	-5% -7% -5% - 5% -5%	\$ \$ \$ \$	(4,104,225) (3,573,822) (6,186,892) (16,589,811) (7,548,755)	-15% -15% -15% -15% -15%	\$ \$ \$ \$	(836,798) (715,197) (1,241,942) (3,375,864) (1,521,624)	-3.86% -3.88% -3.80% -3.72% -3.82%	9 9 9	23,855,610 18,987,067 39,807,466 89,771,848 42,386,924	\$ \$ \$	20,272,085 16,738,956 35,816,791 78,924,343 36,328,928	\$	(6,865,444) (6,918,380) (5,066,105) (33,993,623) (13,597,482)	-25.30 -29.24 -12.39 -30.10

4-Year Financial Plan

These actions of the Governor and the General Assembly prompted the University to develop a multi-year financial strategy which recognized the longer term consequences of the current economic downturn and to anticipate little to no additional General Fund appropriations in the foreseeable future. Essentially the 4-Year Financial Plan integrates available state general funds, stimulus funds, tuition increases, and institutional investments such that when stimulus funds end the University must have a balanced base budget for FY2012. The 4-Year Financial Plan manages the resources, growth, investments and cashflow to achieve a planned equilibrium for FY2012.

PROPOSED EDUCATIONAL AND GENERAL BUDGET PLAN FOR FY2010, 2011, 2012, 2013

REV ENUE RESOURCES	FY2010	FY2010	FY2011	FY2012	FY2013
		BASE & STIMULUS			BASE ONLY
General Fund	\$ 94,418,155				
15% General Fund Reduction	\$ -	\$ (14,223,369)	\$ (14,223,369)	\$ (14,223,369)	\$ (14,223,369)
	r		r	r :	,

New Capital Projects

The General Assembly increased the capital outlay fee for out-of-state students by \$5 raising the fee from \$10 to \$15 per credit hour. These funds revert to the State's General Fund.

The FY2011 budget includes \$21 million in funding for the Systems Research and Academic Building as well as \$2 million in non-general fund authority to begin the planning phase of the new Education Building. This cost associated with the upcoming design will be reimbursed when the project receives construction funding.

CHAPTER 3



OLD DOMINION UNIVERSITY

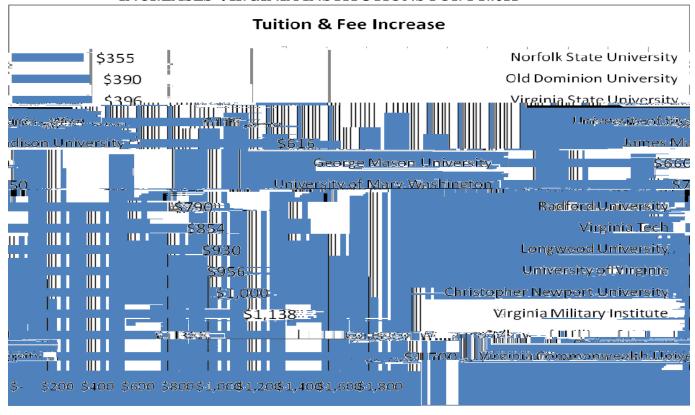
ENROLLMENT

16,37.3(45)-6.12(47) 4262.5(2)-6.2(,75.2363 -2-4176.3(18,)-7 On-Campus	.3(98)-6 087i⊈1 ∕£TТ	1 <u>\$190769i9\$19</u> 8	Total (ua7g&F Ht85.6
Undergraduate	13,999	1,564	15,563	
Graduate	2,452	969	3,421	
Total On-Campus	16,451	2,533	18,984	
Higher Ed Centers &				
Off-Campus in Hampton Roads				
Undergraduate	358	26	384	
Graduate	<u>791</u>	<u>82</u>	<u>873</u>	
Total Off Campus in Hampton Roads	1 <u>,14</u> 9	108	1,257	
Teletechnet & Off-Campus				
1,149 257 i				

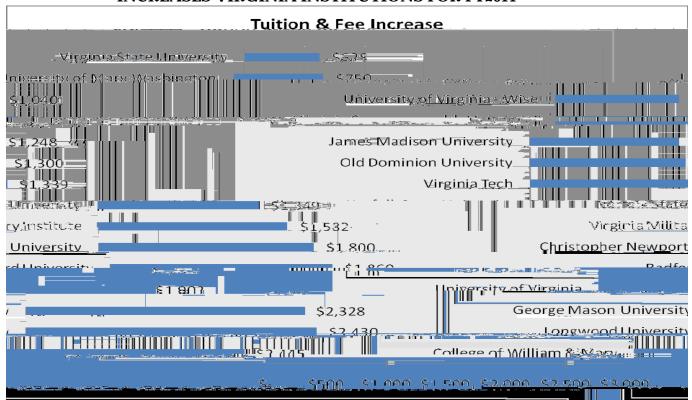
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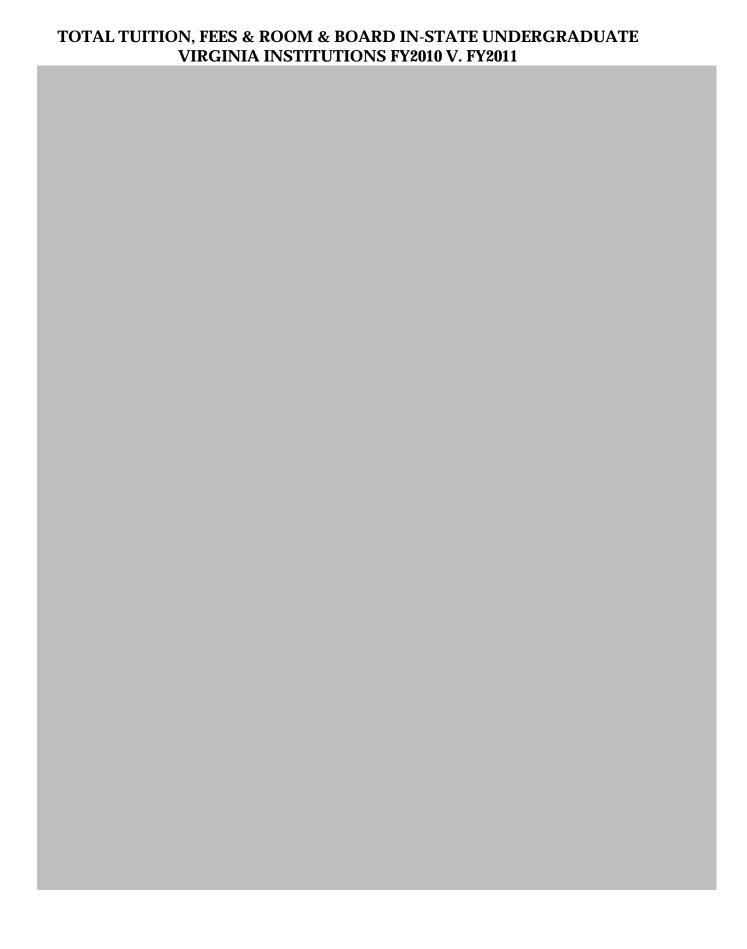


TUITION/MANDATORY, AUXILIARY FEES IN-STATE UNDERGRADUATE INCREASES VIRGINIA INSTITUTIONS FOR FY2011

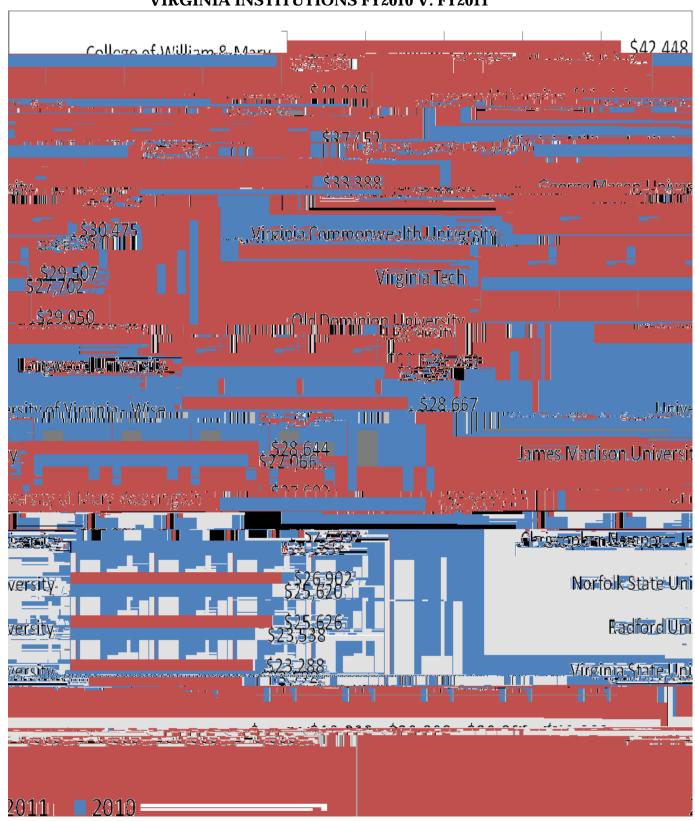


TUITION/MANDATORY, AUXILIARY FEES OUT-STATE UNDERGRADUATE INCREASES VIRGINIA INSTITUTIONS FOR FY2011





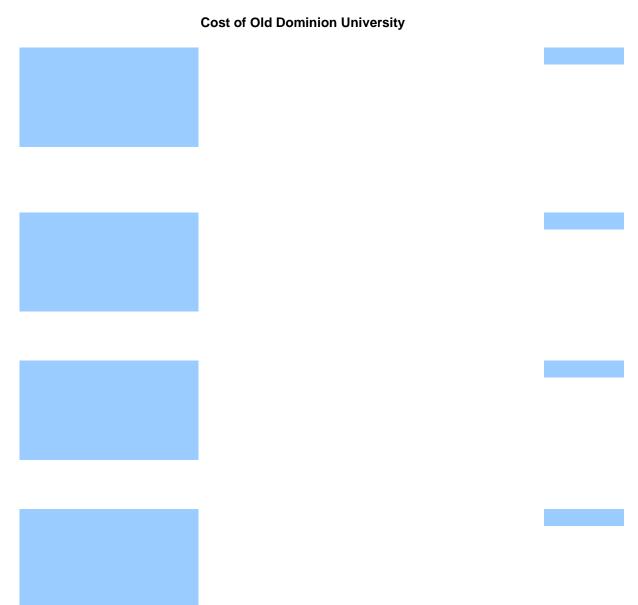
TOTAL TUITION, FEES & ROOM & BOARD OUT-STATE UNDERGRADUATE VIRGINIA INSTITUTIONS FY2010 V. FY2011



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



COMPARISON OF AVERAGE GENERAL FUNDS GF\$ PER IN-STATE FTE REAL DOLLARS CONSTANT VALUE FY2001 TO FY2010

The chart below from a recent SCHEV analysis demonstrates the erosion of average state general funds per in-state student FTE in real dollars constant value.

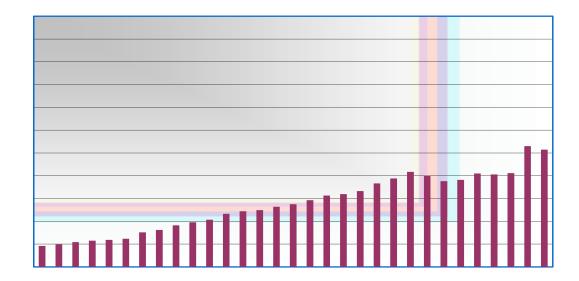
	General Fund Appropriations Per In-State FTE (in 2010 constant dollars)										
			(in	2010 coi	nstant do	llars)					EV04.40
Institution	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	FY01-10 Change
GMU	8,848	8,431	6,424	5,637	5,887	6,218	7,168	7,090	6,764	5,211	-41%
ODU	8,760	8,126	6,618	5,866	6,407	6,584	7,100	7,090	6,727	4,891	-41%
UVA	14,744	14,072	10,622	9,327	9,652	10,045	10,741	10,250	9,855	7,554	-44 %
VCU	12,535	11.742	9,316	8,030	8,130	8,326	8,904	8.512	8,142	6,063	-52%
VT	11,663	11,325	9,060	8,185	8,666	8,759	8,899	8,276	7,943	6,107	-48%
CWM	12,852	12,457	9,694	8,673	9,336	9,290	9,796	9,380	9,053	7,106	-45%
CNU	6,682	6,245	5,462	5,251	6,026	6,213	6,408	6,112	6,351	4,789	-28%
UVAW	10,231	9,552	7,967	7,025	6,994	7,667	9,360	9,449	9,241	6,904	-33%
JMU	7,579	7,200	6,058	5,399	5,718	5,903	6,336	6,079	5,941	4,343	-43%
LU	6,851	6,338	5,385	4,933	5,710	6,158	6,959	6,782	6,886	5,171	-25%
UMW	8,411	7,809	5,809	5,107	5,397	5,352	6,675	6,323	6,058	4,756	-43%
NSU	12,224	12,353	12,000	10,847	12,070	11,991	12,073	10,857	10,334	7,912	-35%
RU	6,670	6,067	5,183	4,686	5,035	5,116	6,103	6,159	6,186	4,853	-27%
VMI	17,511	16,415	14,632	11,884	12,206	11,914	12,351	11,379	10,444	7,021	-60%
VSU	12,309	11,408	10,367	9,708	9,665	9,069	10,203	10,721	9,766	7,629	-38%
RBC	6,607	6,183	5,934	5,149	4,765	5,182	6,474	6,432	5,347	3,333	-50%
VCCS	4,836	4,285	3,797	3,472	3,791	3,991	4,395	3,991	3.668	3,185	-34%
	,,,,,,,	.,	2,1.21	2,	-,,,,,,	-,	.,		-,,,,,	5,100	
Avg 4-Year	10,515	9,960	7,997	7,099	7,459	7,641	8,317	7,943	7,644	5,794	-45%
<u> </u>	-,-	.,	,	,	,	,-	-,-	,	,-	-, -	
Avg 2-Year	4,856	4,306	3,818	3,490	3,802	4,003	4,416	4,014	3,685	3,187	-34%
-											
All Institutions	8,252	7,629	6,269	5,616	5,958	6,175	6,738	6,324	5,970	4,729	-43%
Source: SCHE\	/ 9-18-09										

BASE ADEQUACY MODEL

The base adequacy model has long been the Virginia higher education benchmark to assess each institution's E&G funding in relation to a predictive model integrating numerous variables to determine a calculated resource requirement. Each institution's funding, compared to the predictive model, yields a percentage of base funding adequacy. Understandably, the model generates updates of relative calculated resource need based upon the most current data. SCHEV will update the process this fall. The last iteration of the model can be summarized by the graph that follows and how ODU's base funding index is the lowest in the state.

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 1979 – 2009. 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.

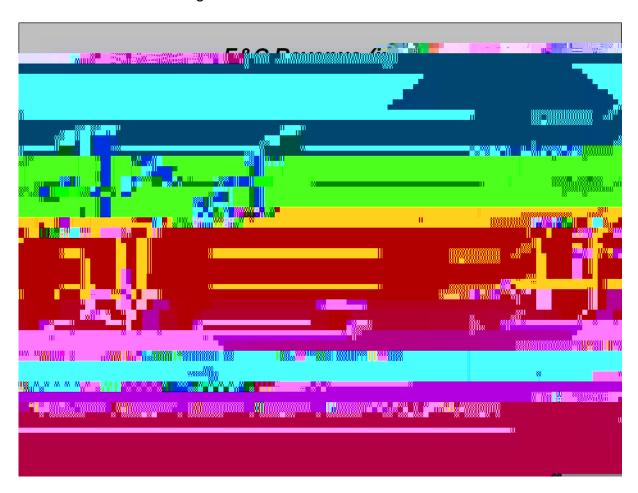


2009-10 Total Educational and General Expenditures per Student FTE Virginia Public Higher Education Institutions

Institution Total

2010-11 BUDGET SUMMARY							
This section provides an overview of the University's 2010-2011 operating budget. Some							

The E&G budget revenue mix over FY2005 to FY2011 is illustrated by the chart below demonstrating the dramatic shift in the University's E&G revenue mix as a result of the Commonwealth's funding actions.



As noted in the graph, general fund support for the Educational and General programs (excluding state financial aid) increased from \$67.5 million to \$77.7 million in FY05, increased to \$85.6 million in FY2006, increased to \$110.3 million in FY2007, increased to \$114.9 million in FY2008, and \$115.6 in FY2009 and then followed by decreases to \$96.5 million in FY2010 (with VMASC) and \$91.8 million in FY2011(with VMASC).

 Student tuition and fee revenue appropriation increased from \$73.3 in FY2005, to \$77.2 in FY2006, to \$86.1 in FY2007, \$96.6 in FY2008, \$100 million in FY2009, and to \$107 million in FY2010. The University will earn approximately \$7.0 million more in tuition and fees for FY2011. Based on conservative budget decisions, the revenue generated by Commonwealth general funds and the tuition and fee increase provided funding for the 2010-11 Operating Budget and Plan as detailed in the next chapter.

CHAPTER 4 2010-2011 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2010-2011 Educational and General budget is based on the strategic program priorities that follow. The funds appropriated by the General Assembly for the 2010-2012 biennium were earmarked for continuation of services coupled with latitude in increasing tuition and fees. The Commonwealth's budget investments consistent with the higher education stimulus funding will enable allocations for University needs. Principally, the University will allocate funds for instructional quality investments and faculty/ staff that were not possible over the last two biennia. Together with modest tuition and fee increases Old Dominion looks forward to advancing the institution's strategic agenda.

The major base funded E&G budget initiatives follow:

Benefit Increase

As a result of projected increases in hospitalization costs, the benefit rate increased from an average of 35.84 percent to 36.46 percent. The increase was not supported with any state funds; therefore, the University used \$674K of the tuition increase to cover this uncontrollable expense.

Faculty Positions

Last year the University funded 23 additional faculty positions with stimulus funds with the plan to convert ten of them to base funds in FY11 and the remaining thirteen to base in FY12. Therefore, base funds were allocated for the 10 full-time faculty positions with salary and benefit costs of \$1,274,812. One-time funds of \$1,091,760 will be available in FY11 for the remaining 13 positions which will be converted to base funds in FY12.

Faculty Promotions

When faculty members are promoted in academic rank, the individuals received a salary increase assigned to the new rank. In the upcoming academic year, 42 faculty members will receive a promotion: 10 to Professor, 23 to Associate Professor, and 9 to Senior Lecturer.

Full-time Administrative and Staff Positions

With the exception of 22 full-time faculty positions, no other full-time positions were funded with federal stimulus funds. A total of 51 full-time positions will be established in the upcoming fiscal year. These positions include Capital Campaign Gift Officers, College of Science advisors, Business Intelligence and IT Analysts, Enrollment Management Specialists, etc.

across University areas.

- Web Redesign Initiatives Web content management system enhancements.
- University Adobe Connect Infrastructure License and maintenance and support to enable utilization of Adobe Connect.

SCHOLARSHIPS AND FELLOWSHIPS

Institutional Scholarship Programs

Central and need-based scholarship funds have been base funded at \$7 million to provide resources to attract qualified students. It should be noted that funding was earmarked to support one-year scholarships to address student financial needs at \$1,105,000.

State Scholarship Program

The University's appropriation of \$15.8 in state-supported student financial aid during the most recent state budget process was continued. The institution is mindful of the fact that the majority of our students must either work or finance loans to cover the cost of attending college.

Student Employment

The budget included \$250K in funding to provide 60 students with on-campus employment opportunities bringing the total funding for student employment to \$4.1 million.

Student Loan Program

Another noteworthy change in the University's scholarship and loan programs is an increase in the amount of loan funds being expended by students. Both the number of borrowers and the amount of funds they are borrowing to cover the cost of their education is increasing. Some of this increase is attributed to tuition adjustments and the economic environment.

New E&G Investments

The following list details the E&G initiatives funded in this budget pursuant to internal budget deliberations. The list is presented as base initiatives and one-times funded by program area.

PROPOSED FY2011 EDUCATIONAL & GENERAL PROP2 479.88 7 2 GEDUCA7.8(N) G(

	Research Subtotal	\$	114,233	\$ 300,000	\$
Student	Professional Counselor Positions pending	\$	66,031		
Affairs	comprehensive plan				
	Student Conduct & Academic Integrity Staff Hours	\$	21,145	 	
	Student Conduct & Academic Integrity National Assessment	\$	2,000	\$ 15,000	
	Student Conduct & Academic Integrity Student Workers	\$	3,452		
	Personnel Upgrades	\$	5,325		
	Graduate Assistants for Student Affairs	-	·	\$ 67,550	
	Student Programming			\$ 121,000	
	Arrival Assistance Program	\$	5,000	·	
	Professional Development			\$ 14,498	
	Transitioning Employee Leave Payout			\$ 11,152	
	Student Affairs Subtotal	\$	102,953	\$ 229,200	\$
Human Resources	Classified Training Consultant for Ongoing Training	\$	59,357		
	Personnel Role Change Adjustments	\$	6,618		
	People Admin Software Service Fee	\$	1,026		
	Human Resources Subtotal	\$	67,001	\$ -	\$
President's	Admissions, Enrollment Management, Financial Aid, G	overnmenta	l Relations		
Area	Evening Shift Undergraduate Admissions Office	\$	51,840		
	College Source Transfer Evaluation System	\$	15,000	\$ 6,459	
	Governmental Relations Support			\$ 10,000	
	Out-of-State Recruitment Initiative			\$ 100,000	
	Enrollment Management Webmaster			\$ 51,672	
	Enrollment Management Specialist Financial Aid	\$	35,138		
	Customer Service Enhancements (coordinated w/HR)			\$ 14,000	
	Banner Enrollment Student Retention Module	\$	24,128	\$ 321,338	
	Enrollment Management Transfer Advising (pending)	\$	162,377	,	
	Director of Retention (pending)	\$	75,033		
	Assistant to Associate VP for Enrollment	\$	36,832		

Budget Office & Finance Position Reallocations			\$ (67,042)
Reallocate Position from E&G to Late Fee Reserve			\$ (37,171)
eVA Fees		\$ 40,000	
Fund position one part-time position and NPS from Co	orporate Express rebates		\$ (78,801)
Partially fund Position from SPCC revenue			\$ (33,000)
Materiel Management Personnel			
Adjustments/Reallocations			

CHAPTER 5 2010-2011 AUXILIARY SERVICES PROGRAM PRIORITIES

The University's 2010-2011 Auxiliary Services budget reflects a total addition of \$2.4 million to fund balances for the next fiscal year. Adequate reserves are provided within the auxiliary budget to accomplish the program initiatives for FY2010-2011 and beyond. Rate and fee increases were held to a minimum and will be primarily used to address inflationary costs in auxiliary services and programs, and to fund debt service increases on non-Educational and General projects.

medical and lab supplies within its current resources. Fund balance use will support renovation of two patient rooms and electronic medical records implementation.

Intercollegiate Athletics

As previously noted approximately \$1 million in student fee revenue will be allocated for intercollegiate athletic scholarships and programs. With the renewal of football this upcoming fall and the addition of women's crew, approximately \$1 million in base and one-time expenses for team travel, game day costs, equipment needs and preseason training will be allocated. In addition, funds will be allocated for base and one-time expenses addressing uncontrollable costs, positions, and equipment needs in the other intercollegiate sports.

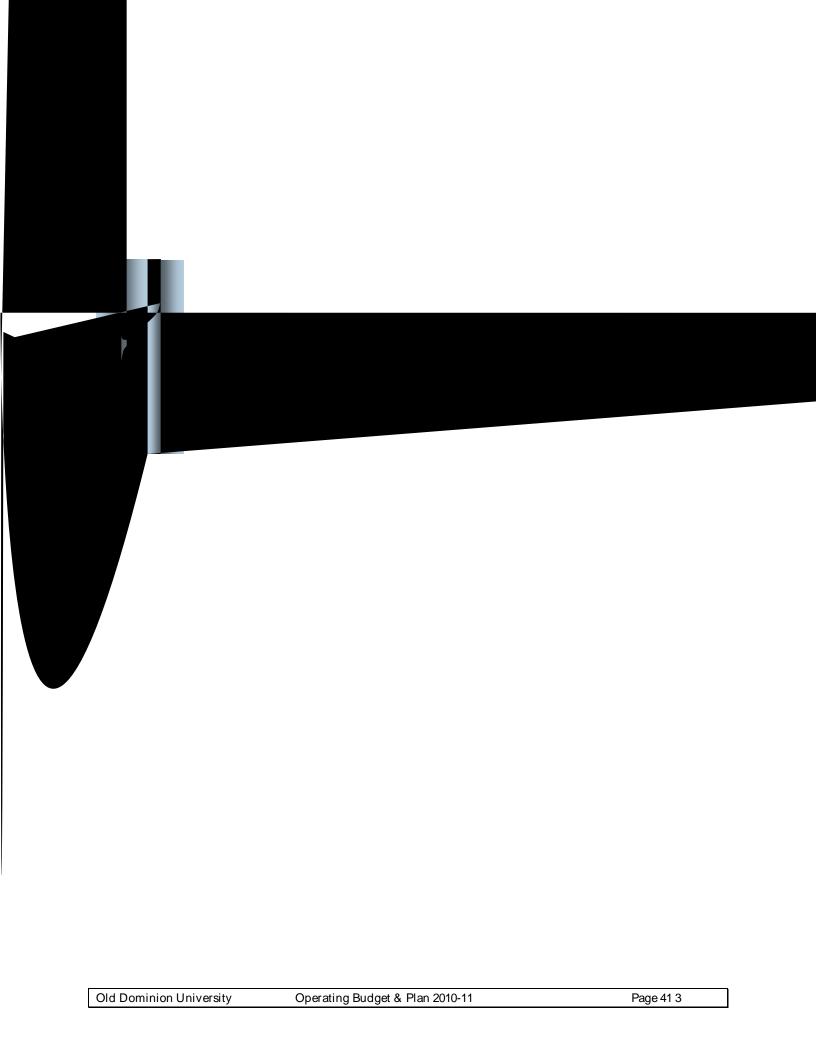
Recreational Sports

The Student Recreation Center has been a tremendous success since opening last January. Funding was allocated for sports clubs activities, graduate assistantships and fund balance use to purchase equipment and supplies. The Recreational Center enables a concerted effort to promote wellness and recreational sport options for students, faculty and staff. Faculty and staff membership fees will be modified to incorporate a sliding membership scale.

Parking Services

The University will hold the line on parking decal rates for FY2011 given the economic environment. The parking budget will support both base and one-time initiatives to maintain facilities and promote customer service. Base increases include the shuttle service, insurance and utilities. One-time funding needs include physical enhancements and repairs to several parking lots around campus.

CHAPTER 6



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
- A cademic 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





