

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Due: July 1, 2017

Institution:

Norfolk State University

Institution UNITID:

3765

Individual responsible for plan

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Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Norfolk State University

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)									
Priority Ranking	Biennium 2018-2020 (7/1/18-6/30/20)				Biennium 2020-2022 (7/1/20-6/30/22)		Biennium 2022-2024 (7/1/22-6/30/24)		
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
			2018-2019		2019-2020				
			Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
1	Student Success - Green and Gold Standard	1, 2	Incremental: \$2,625,600	\$2,031,258	\$5,090,600	\$3,511,258	Student Success - Green and Gold Strategies impact would be determined by the difference in General Fund support. More specifically, its implementation would be available to only a subset of the incoming student population vs. all incoming students across all NSU colleges/schools.	Student Success - Green and Gold Strategies impact would be determined by the difference in General Fund support. More specifically, its implementation would be available to only a subset of the incoming student population vs. all incoming students across all NSU colleges/schools.	
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
3	Accelerated Extended Learning Programs	1, 2, 3, 4	Incremental: \$915,000	\$805,000	\$1,400,000	\$1,265,608	The number of accelerated programs would be determined by the difference in General Fund support. More specifically, the number of online/hybrid degree programs would be reduced without the requested support.	The number of accelerated programs would be determined by the difference in General Fund support. More specifically, the number of online/hybrid degree programs would be reduced without the requested support.	
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
2	Research and Innovation to Spur Workforce Development	1, 2, 3, 4	Incremental: \$910,000	\$400,000	\$1,420,000	\$758,000	The scope of the Reasearch and Innovation/Workforce Development effort would be determined by the difference in General Fund support. More specifically, the number of faculty/student startup teams would be reduced in each of the the two (2) target areas.	The scope of the Reasearch and Innovation/Workforce Development effort would be determined by the difference in General Fund support. More specifically, the number of faculty/student startup teams would be reduced in each of the the two (2) target areas.	
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
			Incremental: \$0	\$0	\$0	\$0			
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
			Incremental: \$0	\$0	\$0	\$0			
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
			Incremental: \$0	\$0	\$0	\$0			
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
			Incremental: \$0	\$0	\$0	\$0			
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
			Incremental: \$0	\$0	\$0	\$0			
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
			Incremental: \$0	\$0	\$0	\$0			
			Savings: \$0	\$0	\$0	\$0			
			Reallocation: \$0	\$0	\$0	\$0			
Total 2018-2020 Costs									
Incremental (Included in Financial Plan line 61)			\$4,450,600	\$3,236,258	\$7,910,600	\$5,534,866			
Savings			\$0	\$0	\$0	\$0			

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Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2016-2022)							
	Biennium 2018-2020 (7/1/18-6/30/20)				Biennium 2020-2022 (7/1/20-6/30/22)		Biennium 2022-2024 (7/1/22-6/30/24)	
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Strategies	Strategies
			2018-2019		2019-2020			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
	Reallocation		\$0	\$0	\$0	\$0		
	Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need							
	2018-2020 Biennium							
	(Assuming No Additional General Fund)							
Items	2018-2019		2019-2020		2016-17		2017-18	
	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Salary Increase Rate and Tuition Amount	Total Amount	Amount From Tuition Revenue	
Total Incremental Cost from Academic Plan¹	\$4,450,600	\$3,236,258	\$7,910,600	\$5,534,866				
Increase T&R Faculty Salaries ²	\$0	\$0	\$0	\$0	\$0	\$716,279	\$0	
T&R Faculty Salary Increase Rate ³	0.00%	0.00%	0.00%	0.00%	0.00%	3.00%	0.00%	
Increase Admin. Faculty Salaries ²	\$0	\$0	\$0	\$0	\$0	\$329,070	\$0	
Admin. Faculty Salary Increase Rate	0.00%	0.00%	0.00%	0.00%	0.00%	3.00%	0.00%	
Increase Classified Staff Salaries ²	\$0	\$0	\$0	\$0	\$0	\$655,814	\$0	
Classified Salary Increase Rate	0.00%	0.00%	0.00%	0.00%	0.00%	3.00%	0.00%	
Increase University Staff Salaries ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
University Staff Salary Increase Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Increase Number of Full-Time T&R Faculty ⁴ (\$)	\$0	\$0	\$0	\$0				
Increase Number of Full-Time T&R Faculty ⁴ (FTE)	0	0	0	0				
Increase Number of Full-Time Admin. Faculty ⁴ (\$)	\$0	\$0	\$0	\$0				
Increase Number of Full-Time Admin. Faculty ⁴ (FTE)	0	0	0	0				
Increase Number of Part-Time Faculty ⁴ (\$)	\$0	\$0	\$0	\$0				
Increase Number of Part-Time Faculty ⁴ (FTE)	0	0	0	0				
Increase Number of Classified Staff ⁴ (\$)	\$0	\$0	\$0	\$0				
Increase Number of Classified Staff ⁴ (FTE)	0	0	0	0				
Increase Number of University Staff ⁴ (\$)	\$0	\$0	\$0	\$0				
Increase Number of University Staff ⁴ (FTE)	0	0	0	0				
Library Enhancement ⁴ (\$)	\$100,000	\$100,000	\$100,000	\$100,000				
Library Enhancement ⁴ (FTE)	0	0	0	0				
Technology Enhancement ⁴ (\$)	\$0	\$0	\$0	\$0				
Technology Enhancement ⁴ (FTE)	0	0	0	0				
O&M for New Facilities ⁴ (\$)	\$0	\$0	\$0	\$0				
O&M for New Facilities ⁴ (FTE)	0	0	0	0				
Utility Cost Increase	\$100,000	\$100,000	\$225,000	\$225,000				
NGF share of state authorized salary increase/bonus	\$0	\$0	\$0	\$0				
Fringe/health insurance benefits increase	\$0	\$0	\$0	\$0				
VRS increase	\$0	\$0	\$0	\$0				
Additional In-State Student Financial Aid From Tuition Revenue	\$18,506	\$18,506	\$208,872	\$208,872				
Others (Specify, insert lines below)	\$0	\$0	\$0	\$0				
Additional Out of State Student Financial Aid From Tuition Revenue	\$214,361	\$214,361	\$288,893	\$288,893				
Safety and Security Enhancement	\$0	\$0	\$0	\$0				
Total Additional Funding Need	\$4,883,467	\$3,669,125	\$8,733,365	\$6,357,631				

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Norfolk State University

ACADEMIC AND FINANCIAL PLAN

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	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Strategies	Strategies
			2018-2019		2019-2020			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			

Notes:

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
- (4) Enter number of FTE change over the FY2018 level in appropriate columns.

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Norfolk State University

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs											
Undergraduate, In-State	\$5,318	\$21,069,715	\$5,478	3.0%	\$20,844,239	\$5,752	5.0%	\$22,233,984	\$6,040	5.0%	\$23,991,036
Undergraduate, Out-of-State	\$17,680	\$12,791,136	\$17,680	0.0%	\$13,739,449	\$17,680	0.0%	\$15,576,461	\$17,680	0.0%	\$16,002,541
Graduate, In-State	\$7,148	\$3,870,644	\$7,998	11.9%	\$4,345,511	\$8,398	5.0%	\$4,650,115	\$8,818	5.0%	\$5,008,243
Graduate, Out-of-State	\$18,544	\$1,341,172	\$20,154	8.7%	\$1,695,760	\$20,930	3.9%	\$1,833,524	\$21,738	3.9%	\$1,980,770
Law, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Law, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$920,912			\$1,044,106			\$1,044,106			\$1,044,106
Total E&G Revenue - Gross		\$39,993,579			\$41,669,065			\$45,338,190			\$48,026,696
Total E&G Revenue - Net of Financial Aid		\$35,773,931			\$37,219,065			\$40,655,323			\$43,078,931
E&G Revenue Used for Faculty Salary Increases		\$0			\$0			\$0			\$0
Average T&R Faculty Salary Increase Rate		0.00%			0.00%			0.00%			0.00%
Auxiliary Program											
Mandatory Non-E&G Fees											
Undergraduate	\$3,420		\$3,558	4.0%		\$3,736	5.0%		\$3,922	5.0%	
Graduate	\$3,420		\$3,558	4.0%		\$3,736	5.0%		\$3,922	5.0%	
Law	\$0		\$0	%		\$0	%		\$0	%	
Medicine	\$0		\$0	%		\$0	%		\$0	%	
Dentistry	\$0		\$0	%		\$0	%		\$0	%	
PharmD	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%	
Total Auxiliary Revenue (ALL including room and board)		\$33,341,213			\$36,570,558			\$38,154,811			\$47,910,553
Total Tuition and Fees											
Undergraduate, In-State	\$8,738		\$9,036	3.4%		\$9,488	5.0%		\$9,962	5.0%	
Undergraduate, Out-of-State	\$21,100		\$21,238	0.7%		\$21,416	0.8%		\$21,602	0.9%	
Graduate, In-State	\$10,568		\$11,556	9.3%		\$12,134	5.0%		\$12,740	5.0%	
Graduate, Out-of-State	\$21,964		\$23,712	8.0%		\$24,666	4.0%		\$25,660	4.0%	
Law, In-State	\$0		\$0	%		\$0	%		\$0	%	
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%	
Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%	
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
PharmD, In-State	\$0		\$0	%		\$0	%		\$0	%	
PharmD, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Student Financial Aid (Program 108)		\$4,219,648			\$4,450,000			\$4,682,867			\$4,947,765
Sponsored Programs (Program 110)		\$16,185,714			\$18,006,943			\$18,006,943			\$18,006,943
Unique Military Activities		\$0			\$0			\$0			\$0
Workforce Development		\$0			\$0			\$0			\$0
Other (Specify)		\$0			\$0			\$0			\$0

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
Norfolk State University

FINANCIAL AID PLAN

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

2015-16 (Actual)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$19,635,971	\$1,955,131	10.0%	\$1,687,185
Undergraduate, Out-of-State	\$9,905,902	\$937,696	9.5%	\$1,019,061
Graduate, In-State	\$2,884,323	\$287,189	10.0%	\$450,602
Graduate, Out-of-State	\$1,475,086	\$139,632	9.5%	\$10,874
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$33,901,282	\$3,319,648	9.8%	\$3,167,722
In-State Sub-Total	\$22,520,294	\$2,242,320	10.0%	\$2,137,787

***2016-17 (Planned) Please see footnote below**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$21,069,715	\$1,955,131	9.3%	\$2,046,790
Undergraduate, Out-of-State	\$12,791,136	\$1,837,696	14.4%	\$1,749,703
Graduate, In-State	\$3,870,644	\$287,189	7.4%	\$41,000
Graduate, Out-of-State	\$1,341,172	\$139,632	10.4%	\$27,964
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$39,072,667	\$4,219,648	10.8%	\$3,865,457
Total from Finance-T&F worksheet	\$39,993,579	\$4,219,648	10.6%	
In-State Sub-Total	\$24,940,359	\$2,242,320	9.0%	\$2,087,790

2017-18 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$20,844,239	\$2,009,967	9.6%	\$2,009,967
Undergraduate, Out-of-State	\$13,739,449	\$1,828,488	13.3%	\$1,828,488
Graduate, In-State	\$4,345,511	\$391,096	9.0%	\$391,096
Graduate, Out-of-State	\$1,695,760	\$220,449	13.0%	\$220,449
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$40,624,959	\$4,450,000	11.0%	\$4,450,000
Total from Finance-T&F worksheet	\$41,669,065	\$4,450,000	10.7%	
In-State Sub-Total	\$25,189,750	\$2,401,063	9.5%	\$2,401,063
Additional In-State	\$249,391	\$158,743	63.7%	\$313,273

2018-19 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$22,233,984	\$2,001,059	9.0%	\$2,001,059
Undergraduate, Out-of-State	\$15,576,461	\$2,024,940	13.0%	\$2,024,940
Graduate, In-State	\$4,650,115	\$418,510	9.0%	\$418,510
Graduate, Out-of-State	\$1,833,524	\$238,358	13.0%	\$238,358
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$44,294,084	\$4,682,867	10.6%	\$4,682,867
Total from Finance-T&F worksheet	\$45,338,190	\$4,682,867	10.3%	
In-State Sub-Total	\$26,884,099	\$2,419,569	9.0%	\$2,419,569
Additional In-State	\$1,694,349	\$18,506	1.1%	\$18,506
Additional In-State from Financial Plan		\$18,506	#DIV/0!	

2019-20 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$23,991,036	\$2,159,193	9.0%	\$2,159,193
Undergraduate, Out-of-State	\$16,002,541	\$2,080,330	13.0%	\$2,080,330
Graduate, In-State	\$5,008,243	\$450,742	9.0%	\$450,742
Graduate, Out-of-State	\$1,980,770	\$257,500	13.0%	\$257,500
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$46,982,590	\$4,947,765	10.5%	\$4,947,765
Total from Finance-T&F worksheet	\$48,026,696	\$4,947,765	10.3%	
In-State Sub-Total	\$28,999,279	\$2,609,935	9.0%	\$2,609,935
Additional In-State	\$2,115,180	\$190,366	9.0%	\$190,366
Additional In-State from Financial Plan		\$208,872	#DIV/0!	

* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.

Six-Year Plans - Part I (2017): FY2016-2017

Norfolk State University

INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH

Background

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23.1-102 subdivision 2 of the Code of Virginia. Assignment of IP interests to persons or nongovernmental entities and the value of externally sponsored research funds received during the year from a person or nongovernmental entity by the institution, any foundation supporting the IP research performed by the institution, or any entity affiliated with the institution are captured by the worksheet. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The worksheet is structured to capture separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.

Data Collection

Special Note: The information requested below pertains to the institution as well as any affiliated entity.

FY 2016-2017	Principal Place of Business in VA	Principal Place of Business outside VA
Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
Value of funds from persons or nongovernmental entities to support intellectual property research	\$0	\$0
Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:	0	0
Patent Type - Design	0	0
Patent Type - Plant	0	0
Patent Type - Utility	0	0
Total	0	0

Definitions

Assignment: A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing licenses.

Design Patent: A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.

Intellectual Property: Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to recreate, emulate, or manufacture them.

Nongovernmental Entities: An entity not associated with any federal, national or local government.

Patent: A property right granted by the Government of the United States of America to an inventor "to exclude others from making, using, offering for sale, or selling the invention throughout the United States or importing the invention into the United States" for a limited time in exchange for public disclosure of the invention when the patent is granted.

Plant Patent: A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant.

Sponsored Research: Research that is supported and compensated by a sponsoring agency.

Utility Patent: A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine, article of manufacture, or composition of matter, or any new and useful improvement thereof.

Value of Funds: Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.

Six-Year Plans - Part I (2017): FY2016-2017
Norfolk State University
ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515)

Requirement: As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

Special Note: After a thorough review of existing documents and surveys, a workgroup comprised of mostly institutional members recommended that the following metrics be used to satisfy this reporting requirement. The reporting period is FY17. The metrics serve as a menu of items that institutions should respond to as applicable and available to them. Please leave fields blank, if information is unavailable.

Section A: Provide information for research and development (R&D) expenditures by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E.

VA PLAN Strategy Reference	Section A: Research and Development (R&D) Expenditures by Source of Fund				
	Source of Funds	*S&E	Non S&E	Total	
4.3	Federal Government			\$0.00	
	State and Local Government			\$0.00	
	Institution Funds			\$0.00	
	Business			\$0.00	
	Nonprofit Organizations			\$0.00	
	All Other Sources			\$0.00	
	Total		\$0.00	\$0.00	\$0.00
	* S&E - Science and Engineering				

Section B: Provide number and dollar value of grants, contracts and sub-agreements by discipline. If your institution prefers to report by industry, please modify table accordingly.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
4.3	Discipline	Category					
		Grants		Contracts		Sub-agreements	
		No.	\$ Value	No.	\$ Value	No.	\$ Value
	Engineering	10	\$1,264,737	1	\$50,000	1	\$0
	Physical Science	10	\$955,835	0	\$0	2	\$61,990
	Environmental Science	0	\$0	0	\$0	0	\$0
	Computer Science	2	\$1,011,290	1	\$994,681	1	\$0
	Life Sciences	1	\$38,603	0	\$0	0	\$0
	Psych/Social	3	\$55,957	0	\$0	0	\$0
	Other Science	3	\$459,444	0	\$0	0	\$0
	Non-Science and Engineering (non-S&E)	30	\$10,340,535	2	\$53,902	3	\$138,000
	Total	59	\$14,126,401.00	4	\$1,098,583.00	7	\$199,990.00

Section C: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.

VA PLAN Strategy Reference	Section C: General Questions	Yes	No	Number/Amount	Comments
4.1	Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?				
4.1	Does your institution offer startup incubation/accelerator programs?		X		
4.2	Does your institution offer maker-space?		X		

4.2	Does your institution have an entrepreneurship center?				
4.2	Does your institution have Executive(s)-in-Residence?				
4.1	Number of students paid through externally funded grants or contracts.				
4.1	Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?				
4.1	Pertaining to question above, number of participants of these degrees/courses/programs? Include degree programs with concentrations in entrepreneurship separately as well as special trainings for students and faculty.				
4.1	Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.				
4.2	Number of intellectual property licenses executed.			0	
4.2	Amount of licensing revenue resulting from intellectual property licenses executed.			\$0.00	
4.2	Number of university start-ups from faculty intellectual property.			0	
4.5	Number of jobs created as a result of university start-ups during the last fiscal year.			0	
4.5	Average wages of alumni living (in-state).				
4.4	Number of outside organizations/businesses served, for example but not limited to companies working with your career center, companies sponsoring research, etc.				
4.4	Number of units offering K-12 STEM outreach programs.				
4.4	Count or estimate of K-12 STEM outreach program participants.				
4.4	Number of units offering other outreach/extension/public service programs related to STEM-H.				
4.4	Count or estimate of other outreach/extension/public service program participants.				
4.3	Number of Small Business Innovation Research Grants (SBIR and STTR).			0	
4.3	Dollar value of Small Business Innovation Research Grants (SBIR and STTR).			\$0.00	
4.3	Number of Commonwealth Research and Commercialization Fund awards (CRCF).			0	
4.3	Dollar value of CRCF awards.			\$0.00	
4.1	Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.				
4.2	Does your institution offer a seed fund and/or proof of concept fund? If yes, provide dollar amount available in FY17 in the number/amount field.		X		
4.1	Does your institution offer continuing education programs to industry? If yes , please provide dollar value or headcount for such programs in the number/amount field.				

Section D: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.

VA PLAN Strategy Reference	Section D: General Questions - VCCS Specific	Number	Value	Comments
4.1	Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.			
4.1	Number of training programs leading to workforce certifications and licensures.			

4.1	Number of students who earned industry recognized credentials stemming from training programs.			
4.1	Number of industry-recognized credentials obtained, including certifications and licenses.			
4.1	Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			



Norfolk State University

2017 Six-Year Plan Part II Narrative

A. MISSION STATEMENT

Norfolk State University (NSU), a comprehensive urban public institution, is committed to transforming students' lives through exemplary teaching, research and service. Offering a supportive academic and culturally diverse environment for all, the University empowers its students to turn their aspirations into reality and achieve their full potential as well rounded, resourceful citizens and leaders for the 21st century.

B. STRATEGIES

In an effort to continue to advance Norfolk State University's vision to be recognized nationally as a premier public institution with outstanding signature academic programs, innovative research, and community engagement opportunities, the following three (3) strategies will be implemented as part of NSU's 2017-2023 Six Year Plan:

1. Student Success – Green and Gold Standard V1.0

Over the referenced six-year period Norfolk State University will adopt its emerging *Green and Gold Standard* that characterizing the Ideal Spartan graduate as an academic—acutely aware, distinctively prepared and perpetually affiliated with the institution. It encourages innovation with impact so our students might flourish with distinction and includes an interconnected set of initiatives, tools, and collaborative efforts at Norfolk State University. Our primary goal is significant, measurable, and positive impact on student academic performance, persistence, and preparation through intentional engagement. Progress will be measured through multiple quantitative indicators. In addition to reengineering existing student success initiatives for broader impact, three (3) new initiatives are:

First Day Success Technology Enhanced Instructional Delivery Model

Recognizing the intensifying financial constraints on today's college students, Norfolk State University has directly negotiated with top textbook publishers to lower costs and provide first day access to needed materials for academic success. Under our First Day Success Model, lab materials and e-textbooks are paid for via an upfront fee in the students' tuition, and the materials are automatically uploaded and immediately accessible through our campus learning management system. Providing First Day Success mobile technologies – both soft and hard - to all incoming freshmen and transfer students, and for use throughout their undergraduate matriculation at NSU, is the basis for respective funding support requested herein.



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Spartan Pathways

Spartan Pathways is Norfolk State University's signature career pathways initiative. At its core, this initiative represents commitment to align curriculum to emerging industry workforce requirements and new models of graduate studies. Faculty-led Pathways focuses on lower division student engagement in meta-major learning communities and upper division student actualization of career roadmaps. Facilitated by a new Seminar Series to address the question often asked by students: "How do I get there from here?", the Series supports students in navigating the academic journey in alignment with self-defined goals. Acquiring and maintaining specialized materials and skilled academic success personnel is the basis for respective funding support requested herein.

Spods

An NSU Spartan signature application of P-Pods™, Spartan Pods (Spods) are perpetual scholarly units of students—undergraduate, graduate, and pre-college—along with faculty, industry, government, community, and alumni partners. They form, bond around, and focus on a specific interdisciplinary interest, initiative or cause to (1) Explore and contribute to a greater body of knowledge; (2) Network for discovery, research and other growth opportunities which include; but, are not limited to, engagement and collaboration on grants, contracts, internships and other sponsored programs and review and recommendation on curricula; and (3) Create a pipeline for the perpetual advancement of their respective members and the expansion of the collective pod. Spods are next-level units that combine the best of higher education and industry for student success during college and beyond with the promise of significant impact on workforce development for the Commonwealth. Funds to support Spod development and expansion across all NSU schools and colleges is the basis for respective funding support requested herein.

2. Accelerated Five Year BS/BA – MS/MA Extended Learning Programs

A review of existing NSU programs and resources, by a Faculty-led team, identified new accelerated bachelors-masters opportunities for current and prospective students that may prove to be pivotal for the University. More specifically, reviewing our academic portfolio for areas of growth and expansion of our online programs was conducted. Resulting new programs include full online and hybrid (combination of online and face-to-face) course delivery. The identified programs hold the promise of accelerated completion of a traditional four-year degree and/or earning both an undergraduate and graduate degree (BS/MS) in 5 years. This strategy leverages the results of the current exploration of block scheduling and in general, the exploration of other more flexible schedules that would be of benefit to both the traditional and non-traditional student, without compromise to content or standards. Funds to support the instructional design, soft and



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hard technologies, training, and deployment is the basis for respective funding support requested herein.

3. Research and Innovation to Spur Workforce Development

Through Virginia Research Investment Fund (VRIF), other sponsored opportunities, collaborations, partnerships and/or interdisciplinary campus efforts, NSU is actively pursuing acknowledgment of leadership in two (2) emerging areas:

- [1] CyberSecurity/CyberPsychology through modeling and analyzing adversarial decision-making to predict cyber-attack strategies; and
- [2] Efficient and Eco-Friendly Production of Bio-Fuels.

Multi-disciplinary team of researchers with expertise in cybersecurity; social, behavior, statistical and computer sciences; chemistry, materials science, engineering and related areas will develop empirically validated conceptual frameworks, computational tools, and/or prototypes to address adversarial behavior and movement within the cyber kill chain; and develop efficient and novel heterogeneous catalysts for low energy consumption (low green-house emission). Funds to support startup packages for recruitment of the best and the brightest faculty and students, and related infrastructure is the basis for respective funding support requested herein.

C. FINANCIAL AID

Norfolk State University's student financial unmet need for 2015-16 was approximately \$32 million for Virginia residents with an average unmet need per student of \$7,325. In addition, appropriations from the Commonwealth of Virginia will aid in the University's recruitment and retention efforts, as well as improvement in graduation rate by awarding eligible students who are making academic progress towards degree completion. The University plan to:

1. Provide additional financial assistance to juniors and seniors in good academic standing within a probable window of success with last dollar assistance. Outreach to "stop out" students exhausting their financial aid as well as students on the verge of financial aid depletion.
2. Award need-based and last dollar assistance scholarship to support STEM-H students.
3. Assist students who meet eligibility requirements (i.e. satisfactory academic progress and academic progress standards) with need-based awards.

In addition to utilizing resources from Federal Supplemental Opportunity Grant (SEOG), State financial aid and limited institutional resources, NSU plans to offset tuition increases to the extent possible using an optimal mix of auxiliary fund balance, sponsored programs and transfers from



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various University affiliated foundations gifts. Funds will be awarded to students who demonstrate academic progress and persistence toward degree completion consistent with established campus graduate rate objectives. Aggressive fundraising to offset prospective tuition and fee increases continues.

D. Evaluation of Previous Six-Year Plan

Norfolk State University identified two (2) New Strategies in our 2015 submission of the Six-Year Plan. Those Strategies and how the additional General Fund support, savings and reallocations were used to further the strategies are as follows:

D.1 Capacity building for NSU's cyber security efforts (new programs, faculty/staff, infrastructure) that includes Investment and recognition by the Commonwealth in NSU's cyber security efforts to complement/enhance the Federal government's investment and recognition of NSU. NSU has achieved numerous CyberSecurity capacity building milestones to include, but are not limited to:

- Earned designations as both a National Security Agency/Department of Homeland Security National Center of Academic Excellence (CAE) in Information Assurance (IA)/Cyber Defense (CD) and as a Department of Defense (DoD) Center of Excellence in CyberSecurity under a cooperative agreement managed by Air Force Research Laboratory (AFRL);
- Secured over \$42 million in non-state funds to support cyber security efforts of which nearly \$800,000 are associated with new efforts within the last year indicating continual growth and advancement in recognition as a leader in the CyberSecurity arena;
- Designed and successfully launched a Master of Science (M.S.) in CyberSecurity online degree program with more than 40 students enrolled in 2016-17; and
- Invested more than \$2 million in a one-of-a-kind state-of-the-art NSU CyberSecurity Complex featuring instructional, research, training and CyberPsychology interrogation laboratory space and equipment.

These accomplishments were achieved in part and/or as a result of leverage of additional General Fund support, savings and/or reallocations used to further NSU's CyberSecurity Strategy.

D.2 Establish a partnership with Virginia community colleges to develop a cyber security workforce pipeline from the Bachelor's to Master's degree levels - and potentially a Ph.D.



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in Cyber Security. This pipeline initiative, originally designed to target transfer students, to help produce well-qualified cyber security professionals to address the pressing cybersecurity workforce shortage has been broadened to other non-traditional (ex: workforce continuing education/skills broadening). NSU continues to work with our community college partners facilitated by over 50 degree program articulation agreements and interactions with their respective community college representatives to identify potential transfer students for its CyberSecurity programs with multi-/inter-disciplinary exploration. The aim continues to be to engage students in NSU CyberSecurity activities. NSU also continues to connect students to the CyberSecurity industry, national energy laboratories, NASA, and other agencies. These programs which include have proven to be very effective in preparing students for the job market and challenging work in the cyber security field.

The continued expansion of the CyberSecurity workforce pipeline from the *Bachelor's to Master's degree levels* were achieved in part and/or as a result of leverage of additional General Fund support, savings and/or reallocations used to further this strategy.

E. Tuition Rate Increases

Norfolk State University is a limited resource institution with the lowest tuition in the Commonwealth. We remain committed to access to students of varying economic levels, and as such, will only increase tuition as required to provide and maintain a competition instructional, research and service environment. Any and all partial state provided funding of the initiatives referenced herein facilitates lowering the amount of increase of tuition. The selected rate represented in this plan corresponds to a 5% tuition increase over the Six-Year period plan.

F. Contributions to Economic Development

Norfolk State University's contribution to stimulate the economic development of the Commonwealth includes, but is not limited to:

- a. Public-private partnerships in real estate through NSU's affiliated foundation(s);
- b. Cybersecurity workforce industry to which NSU's research efforts have direct relevance; and
- c. High-impact Minority Health Disparities and K-12 Outreach programs designed to meet the needs of local families, community partners, and K-12 public schools. A few examples include the NSU Center of Excellence in Minority Health Disparities which



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collaborates with EVMS to sponsor a Mini Medical School. The Mini Medical School has as its purpose to educate lay persons about health issues that are plaguing the minority community, with themes such as "Partnering to Strengthen a Healthy Community".

Norfolk State University also vigorously promotes community engagement through an array of STEM programs and initiatives. The College of Science, Engineering and Technology is very active in engaging STEM education through a diverse portfolio of K-12 outreach programs. These programs engage with local schools, educators, after-school programs, students and their parents to enhance student understanding and appreciation of science, technology, engineering and math subjects. This includes making STEM education and STEM literacy accessible to underperforming and/or underrepresented groups including girls. The ultimate goal is to encourage more of these students to consider STEM careers. These activities leverage partnerships NSU has established with local public schools, local community organizations, FIRST Tech Challenge Robotics, Virginia Space Grant Consortium and the Girl Scout Council of Colonial Coast.

G. Capital Outlay

Summarized below are NSU priority capital outlay projects proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, and/or student charges. While this does not represent our complete list of capital projects, it does list those considered to be of top priority with respect to E&G impact and NGF costs.



Agency Ranking	Request Title	Biennium	Total Project Cost
1.	<p>Construct Interdisciplinary Science and Arts Building</p> <p>The project is to construct a new 195,000 square foot Interdisciplinary Science and Arts Building that accommodates teaching and research in the areas of biology, chemistry, physics and the fine arts; and serves as a multidisciplinary collaboration center for the University. It combines and organizes wet and dry laboratories, large and medium lecture halls, classrooms, studios, study areas, greenhouse and planetarium, rehearsal, meeting and conference rooms, offices and team work/standup space to support state-of-the-art academic instruction and interdisciplinary exploration. This new Science and Fine Arts combined facility will be a core facility for the University that is agile, flexible and adaptable to meet current and future needs.</p>	2018-2020	\$110,600,500
2.	<p>Improve Wayfinding, Vehicular Circulation, Safety and Campus Boundary</p> <p>The project will improve campus safety and will define campus edges, create a sense of arrival, gateway, improve storm water infrastructure and wayfinding. A new loop road will be constructed to connect Presidential Parkway and Jordan Way to provide ease of access for automobile entering the campus while moving them along the periphery of the quadrangle core. This will eliminate the need to use city streets as part of the circulation plan. The entrance to the campus will establish character of the place and sense of arrival. There is a need to improve the campus safety and infrastructure systems to provide a more secure and safe environment for students, faculty and staff. The university is in need of identifying a campus entry and wayfinding to facilitate students, parents, and visitors to locate buildings and locations. Currently there is no wayfinding system at the university. Part of the Master Plan, incorporates strategies to improve streets and other mobility corridors throughout the campus. The high density of the core of campus is desirable but in some places, pedestrians come into conflict with bicycles, cars and service vehicles. Improving the safety and the efficiency for all modes is a necessity.</p>	2018-2020	\$19,000,000

H. Restructuring – *This section pertains to Level II and Level III institutions.* Norfolk State University is classified as a Level I institution.

2017 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE THE
2017 SIX-YEAR PLAN**

WHEREAS, the Higher Education Opportunity Act of 2011 (TJ21) requires each public institution of higher education in Virginia to prepare and submit a Six-Year Plan; and

WHEREAS, during the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the statewide strategic plan framework guide the development of the strategic plan and the Six-Year Plan at each public institution of higher education; and

WHEREAS, the governing board of each public institution of higher education shall submit a Six-Year Plan to the Council (State Council of Higher Education for Virginia), the Governor and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly; and

WHEREAS, Norfolk State University prepared a Six-Year Plan in accordance with the requirements and guidelines and the Plan was submitted by the stated deadline of July 1, 2017; and

WHEREAS, the 2017 Six-Year Plan must be formally approved by the Board of Visitors prior to the October 1, 2017 final submission;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the 2017 Six-Year Plan as presented this 15th day of September, 2017; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2017 Six-Year Plan with any changes recommended by the State officials of the Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2017.

OP SIX COMMENTS ON 2017 SIX-YEAR PLANS

September 5, 2017

NSU

We recommend reviewing enrollment projections and degree estimates for accuracy. Do the projections include online students?

From fall 2015 to fall 2016, Norfolk State experienced a 6% increase in enrollment. Given that NSU has seen a slower rate of growth in our completed and admitted applications Institutional Research (IR) made the assumption that 6% growth was not a sustainable model. Over the last two years, 20% of admits have met the Tier 3 criteria (raising the possibility of retention difficulties). Tier 3 admits are those students who do not meet our SAT and GPA thresholds. Considering these factors, IR made the judgement to project a more modest increase in growth. However, modest growth was still projected due to the expectation of 1,100 new freshman and at least 500 undergraduate transfers for the fall 2017 semester.

For the 2017-18 & 2018-19 years 2% growth was projected. For 2019-20 & 2020-21 years 3% growth was projected. For 2021-22 & 2022-23 years 4% growth was projected. For 2023-24 5% growth was projected. Historically, NSU has had retention rates in the range of 72 – 74%. IR anticipated incoming freshman classes of at least 1,000 students. The increasing rate of growth over the years reflected the assumption that planned improvements in retention and graduation rates (as well as reputational improvement) would lead to further growth for NSU. Norfolk State has also seen steady growth in our distance learning student enrollments. As more online offerings are made available, IR anticipated the continued growth in distance learners would also contribute to increased enrollments.

Please provide more details about \$5,000,000 that could be saved with moving to Level II status.

The \$5 million annual savings between Level I and Level II Institutions was a misinterpretation of the estimated savings over a 3-year period during the Op-Six meeting. Please find the estimate and logic behind the estimate below:

On average, NSU awards approximately \$35,000,000 through eVA Purchases Orders annually. Assuming an estimated 5% savings from the use of Level II and III

(VASCUPP) cooperative contracts, NSU would save \$1,750,000 annually; \$5,250,000 total over the last 36 months.

It should be noted that the above amounts are based on an assumption about the fiscal impact. It would be more accurate to say the savings are an “indeterminate amount” rather than quoting a figure. The Commonwealth’s Department of General Services and the Department of Planning and Budget often use the wording “indeterminate amount” on Fiscal Impact Statements when assessing legislative bills.

NSU has reached out to several other VA Institutions of Higher Education regarding whether and how they calculate savings from being deemed Level II or III. None were able to quantify the savings. However, they did say there were administrative savings and significant reductions in ordering lead times resulting from the leveraged buying power of cooperative contracts.

As a part of any capital project planning, NSU may want to look at combining the Art and Science Buildings.

Following the University’s Op Six meeting, NSU was given the opportunity to amend its Capital Six-Year Plan. The amendment was to combine the art and science buildings as suggested above. A description of this building is noted below:

Construct Interdisciplinary Science and Arts Building

The project is to construct a new 195,000 square foot Interdisciplinary Science and Arts Building that accommodates teaching and research in the areas of biology, chemistry, physics and the fine arts; and serves as a multidisciplinary collaboration center for the University. It combines and organizes wet and dry laboratories, large and medium lecture halls, classrooms, studios, study areas, greenhouse and planetarium, rehearsal, meeting and conference rooms, offices and team work/standup space to support state-of-the-art academic instruction and interdisciplinary exploration. This new Science and Fine Arts combined facility will be a core facility for the University that is agile, flexible and adaptable to meet current and future needs.

There are differences between your institution’s reported numbers within Chapter 836 Program 108 for non-general fund (Higher Education Operating) and those reported within the institutional six-year plan (Financial Aid tab). Please review the comparison information in the attachment. This suggests that different definitions of Tuition/Fee Revenue Used for Aid might have been used in the two reports. Please respond as to whether the numbers are correct as is (and that you will work with your DPB analysts, as appropriate) or if a correction is required on

the six-year plan. If there are questions about how to identify and report on Tuition/Fee Revenue Used for Aid, please contact Lee Andes at SCHEV, leeandes@schev.edu.

Since FY07, Norfolk State University has had Higher Education Operating (HEO) authority to spend up to \$4.9 million for student financial assistance. In the past five years, NSU has not used the entire authority available to the University. Budgeted for the 2017 – 2018 fiscal year is \$4.45 million in HEO authority for student financial assistance. At this time, there is no plan to exceed the board-approved budget for student financial assistance. Over the remainder of the 2017-18 fiscal year, this budget component will be reviewed, and if deemed appropriate the administration will be asked to approve additional funding up to the HEO authority.