

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

Due: October 1, 2018

Institution:

Institution UNITID:

Individual responsible for plan

Name:

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Telephone number:

Six-Year Plans - Part I (2018): 2018-20 through 2022-24
Christopher Newport 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).

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)										Narrative	Narrative
	Strategies (Short Title)	VP Goal	Biennium 2018-2020 (7/1/18-6/30/20)									
			2018-2019				2019-2020					
			Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue		
1	Student Success	2.3	Incremental: \$84,329	\$84,329	\$155,611	\$155,611	\$84,412	\$84,412	\$143,494	\$143,494	Costs reflect actualization of action(s) taken in FY19 plus any additional costs to be incurred in FY 20	
2	Affordable Access	1	Incremental: \$250,000	\$250,000	\$500,000	\$500,000	\$639,000	\$639,000	\$939,000	\$939,000	Costs reflect actual action taken in FY19	
3	Diversity and Inclusion	2.3	Incremental: \$168,366	\$168,366	\$190,852	\$190,852	\$71,483	\$25,000	\$130,122	\$94,607	Costs reflect actualization of action(s) taken in FY19 plus any additional costs to be incurred in FY 20	
4	Undergraduate Research	3.4	Incremental: \$55,000	\$55,000	\$95,000	\$95,000	\$69,000	\$69,000	\$84,000	\$84,000	Costs reflect actual action taken in FY19	
5	Study Abroad	3	Incremental: \$0	\$0	\$55,092	\$55,092	\$0	\$0	\$0	\$0	Deferred financial action to FY21; Study Abroad remains a top university priority	
6	Service	3	Incremental: \$0	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	Costs reflect actual action taken in FY19	
7	President's Leadership Program	2	Incremental: \$25,000	\$25,000	\$95,487	\$95,487	\$0	\$0	\$52,217	\$52,217	Deferred action to FY20	
8	Internships	2.3	Incremental: \$0	\$0	\$70,007	\$70,007	\$0	\$0	\$0	\$0	Deferred financial action to FY21; Internships remains a top university priority	
9	Honors	2	Incremental: \$101,701	\$101,701	\$158,516	\$158,516	\$0	\$0	\$56,433	\$56,433	Deferred action to FY20	
11	Interdisciplinary Programs	4	Incremental: \$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No changes from original plan	
12	STEM Programs	4	Incremental: \$110,852	\$110,852	\$227,482	\$227,482	\$225,230	\$112,615	\$899,656	\$115,993	Two new instructional faculty members were hired in STEM fields. One funded through Tuition and the other through an internal reallocation.	
13	Faculty Expansion	2.3	Incremental: \$110,852	\$110,852	\$341,223	\$341,223	\$112,615	\$112,615	\$232,930	\$232,930	Due to the new degree awards requirement, we anticipate hiring one less non-STEM faculty member than originally planned.	
18	Collaborative Partnerships with Other Universities	3.4	Incremental: \$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No changes from original plan	
19	Curriculum, Academic Policies and Organizational Structure	2.3	Incremental: \$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No changes from original plan	
20	Summer Activities	2.3	Incremental: \$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No changes from original plan	
Total 2018-2020 Costs (Included in Financial Plan line 61)			\$906,100	\$906,100	\$1,889,270	\$1,889,270	\$1,191,740	\$1,032,642	\$2,547,852	\$1,728,674		
Savings			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Reallocation			\$0	\$0	\$0	\$0	\$159,088	\$0	\$151,508	\$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		2018-2019 (revised)		2019-2020 (revised)	
	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue
Total Incremental Cost from Academic Plan¹	\$906,100	\$906,100	\$1,889,270	\$1,889,270	\$1,191,740	\$1,032,642	\$2,547,852	\$1,728,674
Increase T&R Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$780,580	\$780,580	\$1,584,558	\$1,584,558			\$556,416	\$219,168
Increase T&R Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns					\$428,012	\$428,012	\$710,522	\$710,522
T&R Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	3.00%	3.00%	3.00%	3.00%			2.00%	
Additional NGF T&R Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)					2.00%	2.00%	1.00%	1.00%
Increase Admin. Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$286,364	\$286,364	\$578,454	\$578,454			\$323,981	\$128,621
Increase Admin. Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns					\$251,456	\$251,456	\$413,446	\$413,446
Admin Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	2.00%	2.00%	2.00%	2.00%			2.00%	
Additional NGF Admin. Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)					2.00%	2.00%	1.00%	1.00%
Increase Classified Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$281,116	\$281,116	\$567,855	\$567,855			\$592,603	\$235,263
Increase Classified Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns					\$229,972	\$229,972	\$229,972	\$229,972
Classified Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	2.00%	2.00%	2.00%	2.00%			4.00%	
Additional NGF Classified Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)					2.00%	2.00%		
Increase University Staff Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase University Staff Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns								
University Staff Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Additional NGF University Staff Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)								
Increase Number of Full-Time T&R Faculty ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Full-Time T&R Faculty ² (FTE)	0	0	0	0	0	0	0	0
Increase Number of Full-Time Admin. Faculty ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Full-Time Admin. Faculty ² (FTE)	0	0	0	0	0	0	0	0
Increase Number of Part-Time Faculty ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Part-Time Faculty ² (FTE)	0	0	0	0	0	0	0	0
Increase Number of Classified Staff ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase Number of Classified Staff ² (FTE)	0	0	0	0	0	0	0	0
Increase Number of University Staff ² (\$)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	Increase Number of University Staff ⁽¹⁾ (FTE)	0	0	0	0	0	0	0	0
10	Library Enhancement ⁽²⁾ (\$)	\$200,000	\$200,000	\$300,000	\$300,000	\$200,000	\$200,000	\$250,000	\$250,000
	Library Enhancement ⁽²⁾ (FTE)	0	0	0	0	0	0	0	0
21	Technology Enhancement ⁽³⁾ (\$)	\$475,000	\$475,000	\$757,300	\$757,300	\$404,273	\$404,273	\$531,663	\$531,663
	Technology Enhancement ⁽³⁾ (FTE)	0	0	1.00	1.00	0.00	0.00	1.00	1.00
17	O&M for New Facilities ⁽³⁾ (\$)	\$709,200	\$709,200	\$739,700	\$739,700	\$609,000	\$609,000	\$710,700	\$260,700
	O&M for New Facilities ⁽³⁾ (FTE)	8.00	8.00	8.00	8.00	7.00	7.00	8.00	3.18
23	Utility Cost Increase	\$32,100	\$32,100	\$64,700	\$64,700	\$32,100	\$32,100	\$64,700	\$64,700
	NGF share of state authorized salary increase/bonus	\$0	\$0	\$0	\$0	\$0	\$0	included in numbers above	
A 24	Fringe/health insurance benefits increase	\$0	\$0	\$0	\$0	\$464,786	\$184,520	\$1,174,189	\$466,153
A 26	VRS increase	\$0	\$0	\$0	\$0	\$2,511	\$977	\$2,965	\$1,357
	Additional In-State Student Financial Aid From Tuition Revenue								
	Others (Specify, insert lines below)								
A 25	VITA, Cardinal, PB System, PMIS, Workers' Compensation, Line of Duty, OPEB					\$200,060	\$129,031	\$532,673	\$393,473
22	Safety and Security Enhancement	\$50,000	\$50,000	\$100,000	\$100,000	\$166,700	\$166,700	\$195,200	\$195,200
	Total Additional Funding Need	\$3,720,460	\$3,720,460	\$6,581,837	\$6,581,837	\$4,180,610	\$3,666,683	\$8,836,882	\$5,828,913

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.

Six-Year Plans - Part I (2018): 2018-20 through 2022-24
Christopher Newport University

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

Items	2016-2017 (Actual)		2017-2018 (Estimated)		2018-2019 (Planned)		2019-2020 (Planned)		2017-18 (Est.)		2018-2019 (Estimate)		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	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	
E&G Programs																		
Undergraduate, In-State	\$7,870	\$35,901,836	\$8,270	5.1%	\$37,436,000	\$8,930	8.0%	\$40,562,156	\$9,470	6.0%	\$42,750,453	\$37,483,632	\$9,100	10.0%	\$40,751,719	\$9,646	6.0%	\$42,591,242
Undergraduate, Out-of-State	\$19,496	\$5,642,610	\$20,066	2.9%	\$5,854,300	\$22,067	10.0%	\$6,328,268	\$23,376	5.9%	\$6,930,300	\$5,960,366	\$21,666	7.0%	\$6,362,295	\$22,840	9.9%	\$6,644,464
Graduate, In-State	\$0	\$865,598	\$0	%	\$899,295	\$0	%	\$916,300	\$0	%	\$965,800	\$899,267	\$0	%	\$941,971	\$0	%	\$977,284
Graduate, Out-of-State	\$0	\$65,293	\$0	%	\$70,210	\$0	%	\$76,058	\$0	%	\$80,425	\$96,408	\$0	%	\$82,587	\$0	%	\$85,782
Law, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Law, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF ¹	\$0	\$2,492,166	\$0	%	\$2,152,271	\$0	%	\$2,263,212	\$0	%	\$2,281,517	\$2,315,057	\$0	%	\$2,374,860	\$0	%	\$2,374,860
Total E&G Revenue - Gross		\$44,965,399			\$46,412,078			\$50,145,994			\$53,008,495	\$46,844,730			\$50,613,413			\$52,673,642
Total E&G Revenue - Net of Financial Aid		\$42,740,399			\$43,937,076			\$47,420,994			\$50,039,495	\$44,328,730			\$47,368,413			\$49,216,642
E&G Revenue Used for Faculty Salary Increases		\$0			\$299,747			\$750,550			\$1,584,558	\$433,877			\$428,012			\$219,168
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			3.00%			3.00%	2.00%			2.00%			0.00%
Auxiliary Program																		
Mandatory Non-E&G Fees																		
Undergraduate	\$5,184		\$5,394	3.9%	\$5,540	\$5,780	4.3%				\$5,654	5.0%			\$5,824	3.0%		
Graduate	\$0		\$0	%	\$0	\$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)		\$76,143,971			\$78,119,625			\$79,781,013			\$84,046,504	\$77,672,720			\$80,272,307			\$82,004,145
Total Tuition and Fees																		
Undergraduate, In-State	\$13,054		\$13,654	4.6%	\$14,470	\$15,260	5.4%				\$14,724	8.1%			\$15,470	4.9%		
Undergraduate, Out-of-State	\$24,680		\$25,450	3.1%	\$27,607	\$29,156	5.6%				\$27,220	7.0%			\$28,664	5.3%		
Graduate, In-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Graduate, Out-of-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Law, In-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Law, Out-of-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Medicine, In-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Medicine, Out-of-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Dentistry, In-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Dentistry, Out-of-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
PharmD, In-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
PharmD, Out-of-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Veterinary Medicine, In-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Veterinary Medicine, Out-of-State	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Student Financial Aid (Program 109)		\$2,225,000			\$2,475,000			\$2,725,000			\$2,975,000	\$2,516,000			\$3,155,000			\$3,455,000
Sponsored Programs (Program 110)²		\$487,970			\$1,498,882			\$1,498,882			\$1,498,882	\$189,537			\$1,498,882			\$1,498,882
Unique Military Activities	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Workforce Development	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		
Other (Specify)	\$0		\$0	%	\$0	\$0	%				\$0	%			\$0	%		

¹ Other NGF Revenue includes the estimated and planned expenditures in Research (Program 102).

² Sponsored Programs (Program 110) excludes the estimated and planned expenditures in Research (Program 102).

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

2016-17 (Actual) 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	\$35,901,835	\$1,880,751	5.2%	\$2,102,500
Undergraduate, Out-of-State	\$5,642,510	\$295,588	5.2%	\$122,500
Graduate, In-State	\$863,598	\$45,240	5.2%	\$0
Graduate, Out-of-State	\$65,292	\$3,420	5.2%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$42,473,234	\$2,225,000	5.2%	\$2,225,000
Total from Finance-T&F worksheet	\$44,965,399	\$2,225,000	4.9%	
In-State Sub-Total	\$36,765,432	\$1,925,991	5.2%	\$2,102,500

Update 2016-17 Financial Aid if you have the actual data, and change the title from "Estimated" to "Actual".

2017-18 (Planned)

2017-18 (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	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$37,436,000	\$2,093,414	5.6%	\$2,295,000	\$37,483,632	\$2,117,887	5.7%	\$2,389,500
Undergraduate, Out-of-State	\$5,854,300	\$327,371	5.6%	\$180,000	\$5,960,366	\$336,771	5.7%	\$126,500
Graduate, In-State	\$899,295	\$50,288	5.6%	\$0	\$989,267	\$55,895	5.7%	\$0
Graduate, Out-of-State	\$70,210	\$3,926	5.6%	\$0	\$96,408	\$5,447	5.7%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$44,259,805	\$2,475,000	5.6%	\$2,475,000	\$44,529,673	\$2,516,000	5.7%	\$2,516,000
Total from Finance-T&F worksheet	\$46,412,076	\$2,475,000	5.3%		\$46,844,730	\$2,516,000	5.4%	
In-State Sub-Total	\$38,335,295	\$2,143,703	5.6%	\$2,295,000	\$38,472,899	\$2,173,782	5.7%	\$2,389,500
Additional In-State	\$1,569,863	\$217,711	13.9%	\$192,500	\$1,707,466	\$247,791	14.5%	\$287,000

2018-19 (Planned)

2018-19 (Estimated)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$40,562,156	\$2,308,385	5.7%	\$2,525,000	\$40,751,719	\$2,670,867	6.6%	\$2,997,000
Undergraduate, Out-of-State	\$6,328,268	\$360,141	5.7%	\$200,000	\$6,362,295	\$416,985	6.6%	\$158,000
Graduate, In-State	\$916,300	\$52,146	5.7%	\$0	\$941,971	\$61,737	6.6%	\$0
Graduate, Out-of-State	\$76,058	\$4,328	5.7%	\$0	\$82,667	\$5,411	6.6%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$47,882,782	\$2,725,000	5.7%	\$2,725,000	\$48,138,553	\$3,155,000	6.6%	\$3,155,000
Total from Finance-T&F worksheet	\$50,145,994	\$2,725,000	5.4%		\$50,513,413	\$3,155,000	6.2%	
In-State Sub-Total	\$41,478,456	\$2,360,531	5.7%	\$2,525,000	\$41,693,690	\$2,732,604	6.6%	\$2,997,000
Additional In-State	\$3,143,161	\$216,829	6.9%	\$230,000	\$3,220,792	\$558,822	17.4%	\$2,804,500
Additional In-State from Financial Plan		\$0	%			\$0		

2019-20 (Planned)

2019-20 (Estimated)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$42,750,453	\$2,507,198	5.9%	\$2,755,000	\$42,591,242	\$2,925,573	6.9%	\$3,285,000
Undergraduate, Out-of-State	\$6,930,300	\$406,443	5.9%	\$220,000	\$6,644,464	\$456,405	6.9%	\$170,000
Graduate, In-State	\$965,800	\$56,642	5.9%	\$0	\$977,294	\$67,130	6.9%	\$0
Graduate, Out-of-State	\$80,425	\$4,717	5.9%	\$0	\$85,782	\$5,892	6.9%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$50,726,978	\$2,975,000	5.9%	\$2,975,000	\$50,298,782	\$3,455,000	6.9%	\$3,455,000
Total from Finance-T&F worksheet	\$53,008,495	\$2,975,000	5.6%		\$52,673,642	\$3,455,000	6.6%	
In-State Sub-Total	\$43,716,253	\$2,563,840	5.9%	\$2,755,000	\$43,568,536	\$2,992,703	6.9%	\$3,285,000
Additional In-State	\$2,237,797	\$203,309	9.1%	\$230,000	\$1,874,846	\$260,099	13.9%	\$288,000
Additional In-State from Financial Plan		\$0	%			\$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 (2018): FY2017-2018
Christopher Newport 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 Notes: The reporting period is FY18. The metrics serve as a menu of items that institutions should respond to as applicable and when information is available to them. Leave fields blank, if information is unavailable. Please note the narrative question at the bottom of the page. The response should be provided in a separate WORD or PDF document, as an attachment, if the Part II (Narrative) is not being updated.

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.

Section A: Research and Development (R&D) Expenditures by Source of Fund				
VA PLAN Strategy Reference	Source of Funds	*S&E		Total
		*S&E	Non S&E	
4.3	Federal Government	\$988,950	\$79,080	\$1,068,030
	State and Local Government	\$125,838	\$0	\$125,838
	Institution Funds	\$315,433	\$298	\$315,731
	Business	\$132,217	\$0	\$132,217
	Nonprofit Organizations	\$88,363	\$0	\$88,363
	All Other Sources	\$0	\$0	\$0
	Total	\$1,650,801	\$79,377	\$1,730,178
	* 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 contact Jean Mottley (jeanmottley@schv.edu) to assist with changes.

Section B: Grants, Contracts and Sub-Agreements by Discipline							
VA PLAN Strategy Reference	Discipline	Category					
		Grants		Contracts		Sub-agreements	
		No.	\$ Value	No.	\$ Value	No.	\$ Value
4.3	Engineering						
	Physical Science	4	\$303,421	1	\$25,364		
	Environmental Science	5	\$467,609	1	\$37,506	1	\$40,000
	Computer Science						
	Life Sciences	1	\$1,000			1	\$309,605
	Psych/Social						
	Other Science	1	\$4,000				
	Non-Science and Engineering (non-S&E)	4	\$45,990				
	Total	15	\$822,020	2	\$62,870	2	\$349,605

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	1. Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?		X		
4.1	2. Does your institution offer startup incubation/accelerator programs? If yes, please comment if people/companies external to the institution can access them and, if so, how.		X		While Christopher Newport does not have a specific incubation/accelerator program, we are a partner in 757 Accelerate and have a faculty member who serves on that Board. We also have an MOU with Virginia Tech and the Tech Center to work together on their future incubator program that will also provide our student access. Finally, we have an entrepreneurship club that stimulates activity in startups.
4.2	3. Does your institution offer maker-space? If yes, please comment if people/companies external to the institution can access it and, if so, how.		X		While Christopher Newport does not have formal "maker-space", the Tribble Library expansion has a media center where students, faculty, and staff can produce videos and multimedia projects.
4.2	4. Does your institution have an entrepreneurship center? If yes, please comment if people/companies external to the institution can access it and, if so, how.		X		While Christopher Newport does not have a formal "entrepreneurship center", we do have a Biotechnology and Management Program which is focused on Biotech jobs that we hope will eventually lead to start an e-center in this emerging field, as well as an Entrepreneurship Club (ECLUB). The ECLUB helps students connect with alumni and employers who are immersed in the world of entrepreneurship to learn from those who have already gone through an entrepreneurial startup. The ECLUB also helps with identifying internships, professional advice, and experience to current students.
4.2	5. Does your institution have Entrepreneur Executive(s)-in-Residence?	X			Christopher Newport has had an Executive-in-Residence for a number of years and this position has covered entrepreneurship as well as large businesses. This position acts as a liaison between our Luter School of Business and industry, as well as coordinates our Luter Lecture Series, which is a series of talks and class visitations by business leaders. Our current executive-in-residence is a CFO of a local HVAC firm, and our focus for this year's lecture series is on Entrepreneurial and Family Businesses.
4.1	6. Number of students paid through externally funded research grants or contracts.			13	
4.1	7. Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?			0	
4.1	8. Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.			20	All 20 of our academic units either require a capstone project, experiential learning activities, or internships.
4.1	9. Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.		X		
4.2	10. Does your institution offer a seed fund that awards money to start-ups? If yes, please comment on whether it awards funding only to university-based start-ups or to the general public as well?		X		

4.2	11. Does your institution offer translational research and/or proof of concept funding? If yes, please provide dollar amount available in FY18 in the number/amount field.	X		\$231,250	
4.1	12. 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.		X		

Section D: Provide information for research and commercialization grants by type, number, and dollar value with a breakdown by college and department. If additional rows are needed, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.

VA PLAN Strategy Reference	Section D: Research and Commercialization Grants	No.	\$ Value	College	Department
4.3	SBIR - Small Business Innovation Research				
	STTR - Small Technology Transfer Research				
	CRCF - Commonwealth Research Commercialization Fund				
	*VBHRC - The Catalyst				
	Commonwealth Health Research Board	1	\$103,290	Natural & Behavioral Sciences	Molecular Biology & Chemistry
	VRIF - Virginia Research Investment Fund				

**University must pay to be a member and collaborate with at least one other member university*

Section E. The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into two tables. Table 1 captures information regardless of source of funds or nature of entity to whom IP is transferred. Table 2 is required by § 23.1-102 subdivision 2 of the Code of Virginia. It details 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. 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 table captures 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.

VA PLAN Strategy Reference	Section E: Part 1 - All Patent Activity for FY 2017-18	No.
4.2	1. Number of Intellectual Property disclosures received	0
	2. Number of Provisional Patent Applications filed during the year	0
	3. Number of Patent Applications filed during the year (by type)	
	Design	0
	Plant	0
	Utility	0
	Total	0
	4. Total number of Patent Applications pending (by type)	
	Design	0
	Plant	0
	Utility	0
	Total	0
	5. Number of Patents awarded during the year (by type)	
	Design	0
	Plant	0
Utility	0	
Total	0	

VA PLAN Strategy Reference	Section E: Part 2 - Other Information	Principal Place of Business in VA	Principal Place of Business outside VA
4.2	1. Value of funds from persons or nongovernmental entities to support intellectual property research	\$0	\$0
	2. Number of patents awarded during the year (by type) developed in		
	a. Design Patent	0	0
	b. Plant Patent	0	0
	c. Utility Patent	0	0
	d. Total	0	0
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
	4. Total number of intellectual property licenses executed in FY 17-18	0	0
	5. Number of start-ups created through IP licensing in FY17-18	0	0
	6. Amount of licensing revenue in FY17-18 resulting from all intellectual property licenses	\$0	\$0
7. Number of jobs created as a result of university start-ups.	0	0	

Section F: 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 F: General Questions - VCCS Specific	Number	Value	Comments
4.1	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.			
	licensures.			
	stemming from training programs.			
	certifications and licensures.			
	5. Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

NARRATIVE REQUIREMENT:

Contributions to Economic Development – Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable*, the information should include:

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution's research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.

CHRISTOPHER NEWPORT UNIVERSITY

**Updated Narrative
Tuition Increases & Economic Development**



October 1, 2018

Explanation - Tuition and Mandatory Fee Rate Increases

Tuition

The original tuition increase that was projected for in-state undergraduate students was eight percent for FY19 in the July 2017 Six-Year Plan – Part I. The planned tuition rates were based on the assumption that there would be no additional general fund support during the 2018-20 biennium. The rates also did not reflect any increases in fringe benefits, as per SCHEV instruction.

Although it was the intent to keep the FY19 tuition rate increase to a maximum of eight percent, the uncertainty regarding the higher education budget during the extended 2018 Session progressed to a concern that higher education could, in fact, receive a budget cut if the Medicaid expansion funds were removed from the budget bill. This concern, coupled with the need to incorporate the actual fringe benefit rate increases, primarily health insurance, led to the decision to increase the tuition rate by 10 percent.

The proposed tuition schedule was discussed at length during the Board of Visitors April 2018 meeting. It was unanimously agreed that additional funds were needed to protect the instructional programs in the event of a budget cut and to cover the increased health insurance costs. It was also agreed that if there was no general fund reduction or if additional general funds were provided to support university operations, then revenue generated by the additional tuition increase would be used to expand student aid.

We were pleased to see that higher education ultimately fared well in the biennial budget passed by the General Assembly. We thus followed through with our agreement to increase student aid with the increased tuition revenue.

Mandatory Fees (Comprehensive Fee)

The planned increase in the comprehensive fee was adjusted from 2.9 to 5.0 percent. Several cost drivers led to this decision. First, increased fringe benefits costs and transfers to central accounts were not included in the July 2017 Plan; second, four new positions were added to bolster safety and security on campus including two police officers, a dedicated position to support students with disabilities, and an additional position in the Counseling Center; and finally, annual costs for planned maintenance of facilities and emergency repairs were exceeding original projections and additional investments were required to avoid significant deferred maintenance.

Contributions to Economic Development

The contributions of Christopher Newport University to the economic development of the Peninsula and Virginia are significant but perhaps its most important contribution is the human capital component, that is, the economic effect of our graduates entering and participating in the state workforce. The overwhelming majority, greater than 90 percent, of our graduates are state residents and their contributions to the state's economy and the quality of life in the Commonwealth will be extraordinary over their lifetimes.

Real Estate and Community Redevelopment

The more visible and financially significant contributions to economic development in recent years have been through the University's and its Foundation's real estate investments on the Peninsula.

Partnerships with local municipalities, businesses and the commonwealth created the Ferguson Center for the Arts, a strong contributor to the region's vitality and quality of life. Since opening in 2005, more than 2.3 million patrons from across the Commonwealth and country have attended presentations representing all performing arts disciplines at the Ferguson Center. Pursuant to the Arts & Economic Prosperity IV Calculator developed by Americans for the Arts, the Ferguson Center has contributed more than \$120 million to the economy, underscoring the significance of the visual and performing arts to our economic prosperity. The Ferguson Center's *Arts for All* program further amplifies the Center's impact through four distinct initiatives: first, thousands of free and discounted tickets are given to organizations that serve children and families who could not typically attend events at the center; second, visiting performers engage the community both on and off campus through master classes, lectures and demonstrations; third, the program provides services to patrons with special needs; and lastly, we train student interns to become the next generation of arts administrators and advocates. Beyond *Arts for All*, the Center is working with professional producers, directors and other creatives to develop works-in-progress at the Center, using our facility as an incubator for pre-Broadway shows. These relationships create unique opportunities for our community, and more importantly for our students who work alongside, and learn from, performing arts professionals while building valuable relationships that will prove beneficial as they pursue arts careers.

In partnership with the Peninsula Fine Arts Center and working with the Virginia Museum of Fine Arts and other museums throughout the country, the new Fine Arts Center will host visual art exhibitions that will enhance the cultural life of the Virginia Peninsula and contribute significantly to its economic success. An array of public art galleries will provide tourism and outreach opportunities for the community.

The many projects accomplished by the Real Estate Foundation over the years have significantly added to the betterment of the community and strengthened the area's efforts in economic development. The projects have transformed the physical landscape and spurred the redevelopment efforts in mid-town Newport News. Importantly, each project has been designed, engineered and constructed by Virginia-based firms. The projects' construction, through general

contractors, employed hundreds of people, many dozens of suppliers, vendors, and subcontractors all funneling wages, sales tax, and ancillary spending in the community for food and services. A few of the projects are listed below:

- CNU Apartments: student residences totaling more than 176,000 square feet. The Foundation's purchase of the land, construction by local contractors, and all the furnishings, were financed by the Foundation with tax-exempt bonds issued through Newport News Economic Development Authority.
- University Place Apartments: the property was purchased, renovated, and furnished by the Foundation through local contractors and financed with tax-exempt bonds issued through Newport News Economic Development Authority.
- Rappahannock River Hall: this student residential facility consisting of over 250,000 square feet was financed through local banks by tax-exempt bonds issued through the Newport News Industrial Development Authority.
- CNU/SunTrust Building: the former local Savings and Loan building was purchased by the Foundation, renovated, and leased to SunTrust Bank and to the University for office space. The purchase and renovation were financed through local banks with tax-exempt bonds issued through the Newport News Economic Development Authority.
- 12304 Warwick Boulevard: this former hotel was purchased and renovated by the Foundation and financed with tax-exempt bonds issued through Newport News Economic Development Authority.
- CNU Village: the mixed-use residential and commercial retail facility provides more than 200,000 square feet of residential apartments and a parking garage of 130,000 square feet dedicated to both student residences and retail parking. The retail component of the CNU Village development is leased to a variety of local and national tenants at fair market rents providing employment and an array of services to the community. The residential component was financed through tax-exempt bonds. The commercial component was financed through local banks.
- Riverside Medical Office Park: the Foundation purchased all land and buildings of the Riverside Medical Office Park and leased the property to Riverside Hospital. With the funding obtained from the sale, Riverside Hospital has substantially renovated the facility and has demolished old buildings in order to construct modern new medical facilities. Acquisition of the property was through private lenders.
- University Police Headquarters: the Foundation purchased a former video retail store and remodeled and equipped both the exterior and interior to meet the unique needs of a police

department. The purchase of the land, renovation of the building, and purchase of all furnishings were financed by the Foundation through a local bank.

- Hidden Shopping Center: this neighborhood shopping center was purchased and renovated by the Foundation and converted into Class-A retail space. The Center is occupied by an array of local and national credit tenants and was financed by local banks.
- Hidden Post Office: the Foundation purchased the United States Post Office, which served this community for decades. The purchase was financed by local banks.
- Starbucks & Chipotle Mexican Grill: the City approved the Foundation's construction of a retail facility for these two tenants on land owned by the Foundation. This project employed numerous architects, engineers, surveyors, and local contractors all of which was financed by local banks. The two national credit tenants located here because of their regard of the steady growth of the district due to the work of the University and its Foundation.

Research Efforts and Partnerships Impacting Local Community/Region

Christopher Newport faculty and staff frequently partner with local governments, economic development agencies, museums, and non-profit community organizations to study challenges and opportunities for economic development. Several recent initiatives include the following:

- The Wason Center for Public Policy is conducting a local quality of life study in partnership with a board of local community leaders. Center resources are also being used to work with a local chamber of commerce to complete a regional workforce gap analysis.
- Research and examination of the current and potential economic impact of a regional museum and historic properties by the Public History Center;
- Comprehensive study and economic assessment of housing and local infrastructure needs that are impediments to development.
- Participation on the Greater Hampton Roads Connects project that will identify and implement best practices in researching and displaying a community demographics dashboard to facilitate nonprofit community service grant applications;
- Created and managed student project teams responsible for the digitization, transcription, exhibit design and assessment of historical collections held by the Mariners' Museum;
- Partnership with Newport News Public Schools to present STEM Community Day to enable local organizations to demonstrate the widespread impact of STEM, and the variety of compelling careers available regionally in STEM-H.

- Promotion of regional tourism through the Hampton Roads Card project, a new initiative that will replicate the Dutch Museumkarte system.
- An initiative is underway to encourage entrepreneurial investments in the Hampton Roads area. A coalition of regional cities, universities, and non-profits, along with the private sector have obtained funding for a regional accelerator and a supporting seed fund to connect startups with investors, mentors and support services.

Service Programs Impacting Local Community

The Center for Community Engagement develops and facilitates academically grounded and sustainable community partnerships that connect students, faculty and community members with the strengths and needs of Newport News and the local region. During the most recent academic year, students contributed over 81,000 hours of community service. The Center coordinates the following service activities:

- **Community Partners Program**: in partnership with community organizations, the Center has 10 service tracks that are organized by topic or population served. They include: aging, arts and culture, community development, environment and animals, health, hunger and housing, Newport News Public Schools, youth development, women's interests, and international interests.
- **Service Distinction Program**: establishes long-term, reciprocal relationships in the local community through direct service, advocacy, policy development, program planning and implementation. Students who commit to a service track and serve at least 140 hours before they graduate earn Service Distinction Honors. Students who complete additional trainings, hold leadership roles at a dedicated community organization and serve at least 400 hours before they graduate, earn Service Distinction Leader Honors.
- **Bonner Program**: small, site-based student teams that are engaged in capacity building, direct service, program development, and community-based policy research. In partnership with the Corella and Bertrum F. Bonner Foundation, ten scholarship students per year are selected and commit to the program for four years, serving at least 1,200 hours at one dedicated site, plus additional weekly Center trainings and educational travel.
- **Ferguson Fellows in Social Entrepreneurship**: students address community needs by researching a community issue or problem of importance, designing a plan of action to address the problem, and implementing the plan in a specific local community. The work is done in consultation with a faculty mentor and established community partner organization.

The Center is also engaged in two new initiatives, one focused on a gang intervention/prisoner re-entry program modeled after Homeboy Industries, and the second in partnership with the United

Way and its “Pathways out of Poverty” initiative. In addition, the Center continues to co-sponsor two awarded grants, one through the Department of Education’s 21st Century Community Learning Centers Program, through which CNU students tutor at local Title I schools; the second is through the Department of Housing and Urban Development’s Choice Neighborhoods Grant to revitalize a southeast Newport News neighborhood.

Business Consulting

Faculty and students contribute significant time and business expertise with local and regional businesses, organizations and municipalities.

- Luter Business Institute: student teams provide consulting assistance to businesses in the Hampton Roads area. Common types of assistance offered are the development of business plans, marketing plans, and market research studies; accounting, financial and business systems analysis; and web site development.
- Luter Business Institute – Biotechnology: teams of senior students in the biotechnology and management program, in concert with business majors, conduct semester-long business consulting projects with an established or emerging biotechnology entity. Teams consult on biotechnology based opportunity identification and verification, market attractiveness, technology commercialization, product development, and deployment.
- Free Tax Services: geared toward low-to-moderate-income taxpayers, tax returns are prepared by Luter School of Business accounting majors certified by the IRS-sponsored Volunteer Income Tax Assistance Program (VITA).
- Service Learning: in collaboration with the Center for Community Engagement, service learning courses are offered throughout the curriculum allowing students in any major to identify a community need, develop a partnership with a community agency, and offer significant service hours directed at problem-solving.