



NORFOLK STATE UNIVERSITY

We see the future in you.

OFFICE OF PLANNING & BUDGET

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July 15, 2024

Tom Allison, Assistant Director of Finance & Innovation
State Council of Higher Education for Virginia
James Monroe Building
101 North 14th Street – 10th Floor
Richmond, VA 23219

Tom,

Attached is the revised Six Year Plan for Norfolk State University as required by the Code of Virginia § 23.1-306. NSU has not made significant changes to the Six Year Plan presented in July of 2023. Adjustments to the plan reflect funding provided by the General Assembly and Governor for the 2024 - 2026 biennium. The additional funding provided is allowing the University to implement portions of the Six Year Plan in a more aggressive manner. For the 2024 academic year, the University saw a significant increase in the number of students matriculating at Norfolk State University. The additional students contributed to an increase in the amount of revenue generated by the University, as well as, requiring additional resources to be expended to assist with Student Financial Assistance. The students enrolling in the University continue to be largely first generation college students that require a significant amount of resources to successfully transition to higher education. The University's Six Year Plan was designed for this reality and the need to improve the University's underlying infrastructure.

As with most institutions in the Commonwealth, NSU is facing significant increases from the Commonwealth's Virginia Military Survivors' and Dependents' Education Program (VMSDEP). It is important to Norfolk State to be a welcoming institution to individuals and families who have sacrificed to it sure the security of our nation. However, the cost of this program is an unfunded mandate that has grown exponentially as the children of the country's recent military conflicts become of college age. In order to ensure continued success of the University, resources to offset the cost of the VMSDEP program are needed. An addition has been made to the Six Year Plan requesting general fund support to offset the cost currently being incurred for the VMSDEP program.

An additional initiative not specifically included in NSU's 2024 Six-Year Plan submission is a proposal to requests funding support for an ERP in conjunction with a consortium of institutions that include W&M, CNU, UMW and NSU. W&M is providing leadership on the initiative and NSU will complete our planning process during the FY 2024/25 fiscal year.

Despite significant inaccuracies, the Fact Pack Tool is used by the University to demonstrate its current position in a number of different areas to various constituencies. NSU administration is in the process of working with SCHEV to provide a revised version of The Fact Pack that is significantly indicative of the success of the University. The most significant highlight that the Fact Pact allows Norfolk State to demonstrate is its stability over the years; NSU is a stable institution. Despite the challenges that the University experienced between 2014 to 2016, the Fact Pack demonstrates that the University was able

to quickly recover and persist with minimal blemishes to its ongoing financial health or to the service it provides to students. As the Fact Pack demonstrates, Norfolk State University did experience some fluctuations in enrollment in the midst of the period observed, however there are errors in the data that must be corrected to correctly analyze the data and develop coherent conclusions. Once updated to include correct data, the Fact Pack for NSU has the potential to become a credible resource tool for current and newly appointed Board of Visitors members as well as a reference for individuals seeking specific data.

The additional support provided to Norfolk State University in recent years is being invested in the institution to enhance student success. While the additional resources provided to NSU will make an impact on student success, the University still remains under resourced. The students being served by Norfolk State University come from the most fiscally challenging situations, these students, as a whole, are the first in their families to attend college, and they arrive at NSU from high schools not known for their rigor. The University's student population come with issues that make their matriculation into a higher education institution challenging, at best. Still, NSU, largely from implementing programs that enhance the students chances of graduating, while maintaining cost efficiency, demonstrate the University as a good steward for the resources provided by the Commonwealth.

In the current fiscal year, the University has been affected by the rollout of the Department of Education's new Free Application for Federal Student Aid (FAFSA) software. The Admissions and Student Financial Assistance Offices are seeing less than the anticipated activity from students. The University's projection for Fall enrollment, considering the expected summer melt, is now decreasing. At this point it is anticipated that the FAFSA will negatively affect enrollment for Fall semester 2024 and possibly 2025. The actual enrollment results for the Fall semester may cause the University to revisit its enrollment projections going forward; as well as, the related fiscal activity.

In closing, the University plans to stay the course for the Six Year Plan submitted in July of 2023. The resources added to the University will be used responsibly, and in a manner to advance student success and to build the infrastructure needed to carry the University further in the most efficient manner possible.

Sincerely,

Dennis Jones
Executive Budget Director

cc: Dr. Javaune Adams-Gaston, President
Dr. Tanya S. White, Chief of Staff
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer
Dr. DoVeanna S. Fulton, Provost and Vice President of Academic Affairs
Dr. Justin Moses, Vice President for Operations & Chief Strategist for Institutional Effectiveness
Dr. Aurelia T. Williams, Sr. Vice Provost for Academic and Faculty Affairs

Six-Year Plans (2024): 2024-25 through 2029-30

Due: July 1, 2024

Institution:

Institution UNITID:

Individual responsible for plan

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Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2024-26 Biennium

Norfolk State University

Instructions: Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2024-26 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

	Undergraduate Tuition and Mandatory Fees				
	2023-24 Charge (BOV approved)	2024-25		2025-26	
		Board Approved Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	\$5,926	\$6,076	2.5%	\$6,258	3.0%
In-State UG Mandatory E&G Fees			%		%
In-State UG Mandatory non-E&G Fees	\$3,984	\$4,104	3.0%	\$4,227	3.0%
In-State UG Total	\$9,910	\$10,180	2.7%	\$10,485	3.0%
Out-of-State UG Tuition	\$17,428	\$17,578	0.9%	\$18,105	3.0%
Out-of-State UG Mandatory E&G Fees	\$760	\$760	0.0%	\$760	0.0%
Out-of-State UG Mandatory non-E&G Fees	\$3,984	\$4,104	3.0%	\$4,227	3.0%
Out-of-State UG Total	\$22,172	\$22,442	1.2%	\$23,092	2.9%

**Part 2: Revenue: 2022-23 through 2029-30
Norfolk State University**

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue.
In line 25, enter E&G GF revenues for the current bienium and 2024-26 biennium if there is the final budget. The formulas will automatically hold that constant for the remaining years of 2026 to 2030.

Instructions: Provide a pro forma analysis of total tuition revenue in years 2026-2030 by holding T&F constant at the planned 2025-26 rate while incorporating your institution's submitted enrollment projections for each year through 2030. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

Items	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Estimate)	Chg	2025-2026 (Planned)	Chg	2026-2027 (Pro Forma)	Chg	2027-2028 (Pro Forma)	Chg	2028-2029 (Pro Forma)	Chg	2029-2030 (Pro Forma)	Chg	2022-2030 Chg	CAGR
	Total Collected Tuition Revenue	Total Collected Tuition Revenue		Total Projected Tuition Revenue		Total Projected Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue			
E&G Programs																	
Undergraduate, In-State	\$19,070,013	\$20,448,003	7.2%	\$21,315,989	4.2%	\$22,193,856	4.1%	\$22,677,137	2.2%	\$23,048,931	1.6%	\$23,376,967	1.4%	\$24,136,471	3.2%	27%	3.4%
Undergraduate, Out-of-State	\$20,507,660	\$20,755,611	1.2%	\$21,861,876	5.3%	\$22,914,020	4.8%	\$23,395,989	2.1%	\$23,793,110	1.7%	\$24,135,038	1.4%	\$24,907,494	3.2%	21%	2.8%
Graduate, In-State	\$1,515,682	\$3,275,899	116.1%	\$2,552,134	-22.1%	\$2,772,430	8.6%	\$3,071,273	10.8%	\$3,185,166	3.7%	\$3,372,058	5.9%	\$3,901,103	15.7%	157%	14.5%
Graduate, Out-of-State	\$1,030,461	\$1,363,759	32.3%	\$2,001,332	46.8%	\$2,358,442	17.8%	\$2,828,109	19.9%	\$3,096,042	9.5%	\$3,442,717	11.2%	\$4,476,472	30.0%	334%	23.3%
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	%	%	%
First Professional, In-State (Total)	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
First Professional, Out-of-State (Total)	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Other NGF	\$1,115,842	\$1,422,835	27.5%	\$1,044,106	-26.6%	\$1,044,106	0.0%	\$1,044,106	0.0%	\$1,044,106	0.0%	\$1,044,106	0.0%	\$1,044,106	0.0%	-6%	-0.9%
Total E&G NGF Revenue	\$43,239,658	\$47,266,107	9.3%	\$48,775,437	3.2%	\$51,282,854	5.1%	\$53,016,614	3.4%	\$54,167,355	2.2%	\$55,370,886	2.2%	\$58,465,646	5.6%	35%	4.4%
E&G GF Revenue (assume flat after 2026)	\$80,759,172	\$78,273,131	-3.1%	\$94,150,359	20.3%	\$94,150,359	0.0%	\$94,150,359	0.0%	\$94,150,359	0.0%	\$94,150,359	0.0%	\$94,150,359	0.0%	17%	2.2%
Total E&G Revenue	\$123,998,830	\$125,539,238	1.2%	\$142,925,796	13.8%	\$145,433,213	1.8%	\$147,166,973	1.2%	\$148,317,714	0.8%	\$149,521,245	0.8%	\$152,616,005	2.1%	23%	3.0%
		\$45,843,272															

Auxiliary Revenue	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Estimated)	Chg	2025-2026 (Planned)	Chg
	Total Revenue	Total Revenue		Total Revenue		Total Revenue	
In-State undergraduates	\$12,112,228	\$12,742,342	5.2%	\$13,727,497	7.7%	\$14,139,322	3.0%
All Other students	\$5,787,689	\$6,137,998	6.1%	\$6,612,549	7.7%	\$6,810,925	3.0%
Total non-E&G fee revenue	\$17,899,917	\$18,880,340	5.5%	\$20,340,046	7.7%	\$20,950,247	3.0%
Total Auxiliary Revenue	\$52,230,160	\$62,001,084	18.7%	\$64,932,308	4.7%	\$66,880,277	3.0%

Part 3: Financial Aid Plan: 2022-23 through 2029-30
Norfolk State University

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

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

*2022-23 (Actual) Please see footnote below									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$19,070,013	\$2,281,059	12.0%	\$2,099,161	\$359,070	\$1,526,066	\$20,955,149	19.9%	\$181,898 WARNING: IS subsidizing OS
Undergraduate, Out-of-State	\$20,507,660	\$2,194,940	10.7%	\$2,218,781	\$1,010,751	\$481,720	\$22,000,131	16.8%	
Graduate, In-State	\$1,515,682	\$418,510	27.6%	\$418,510	\$871	\$429,375	\$1,945,928	43.6%	
Graduate, Out-of-State	\$1,030,461	\$238,358	23.1%	\$204,699	\$134,407	\$489,998	\$1,654,866	52.1%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$42,123,816	\$5,132,867	12.2%	\$4,941,151	\$1,505,099	\$2,927,159	\$46,556,074	20.5%	

2023-24 (Actual)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$20,448,003	\$2,202,401	10.8%	\$1,650,622	\$288,849	\$2,138,449	\$22,875,301	20.2%	\$373,407 WARNING: IS subsidizing OS
Undergraduate, Out-of-State	\$20,755,611	\$2,496,768	12.0%	\$1,723,091	\$1,815,304	\$2,326,722	\$24,897,637	26.7%	
Graduate, In-State	\$3,275,899	\$240,137	7.3%	\$418,510	\$29,650	\$463,764	\$3,769,313	19.5%	
Graduate, Out-of-State	\$1,363,759	\$193,561	14.2%	\$235,549	\$133,678	\$688,380	\$2,185,817	46.5%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$45,843,272	\$5,132,867	11.2%	\$4,027,772	\$2,267,481	\$5,617,315	\$53,728,068	24.2%	

2024-25 (Estimated)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$21,315,989	\$2,185,668	10.3%	\$2,185,668	\$300,000	\$2,138,449	\$23,754,438	19.5%	\$0 Compliant
Undergraduate, Out-of-State	\$21,861,876	\$2,407,373	11.0%	\$2,407,373	\$1,570,000	\$2,326,722	\$25,758,598	24.5%	
Graduate, In-State	\$2,552,134	\$280,107	11.0%	\$280,107	\$30,000	\$463,764	\$3,045,898	25.4%	
Graduate, Out-of-State	\$2,001,332	\$259,719	13.0%	\$259,719	\$100,000	\$688,380	\$2,789,712	37.6%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$47,731,331	\$5,132,867	10.8%	\$5,132,867	\$2,000,000	\$5,617,315	\$55,348,646	23.0%	

2025-26 (Planned)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$22,193,856	\$2,260,991	10.2%	\$2,260,991	\$300,000	\$2,138,449	\$24,632,305	19.1%	\$0 Compliant
Undergraduate, Out-of-State	\$22,914,020	\$2,322,288	10.1%	\$2,322,288	\$1,570,000	\$2,326,722	\$26,810,742	23.2%	
Graduate, In-State	\$2,772,430	\$290,795	10.5%	\$290,795	\$30,000	\$463,764	\$3,266,194	24.0%	
Graduate, Out-of-State	\$2,358,442	\$258,793	11.0%	\$258,793	\$100,000	\$688,380	\$3,146,822	33.3%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$50,238,748	\$5,132,867	10.2%	\$5,132,867	\$2,000,000	\$5,617,315	\$57,856,063	22.0%	

2026-27 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$22,677,137	\$2,260,991	10.0%	\$2,260,991	\$300,000	\$2,138,449	\$25,115,586	18.7%	\$0 Compliant
Undergraduate, Out-of-State	\$23,395,989	\$2,322,288	9.9%	\$2,322,288	\$1,570,000	\$2,326,722	\$27,292,711	22.8%	
Graduate, In-State	\$3,071,273	\$290,795	9.5%	\$290,795	\$30,000	\$463,764	\$3,565,037	22.0%	
Graduate, Out-of-State	\$2,828,109	\$258,793	9.2%	\$258,793	\$100,000	\$688,380	\$3,616,489	29.0%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$51,972,508	\$5,132,867	9.9%	\$5,132,867	\$2,000,000	\$5,617,315	\$59,589,823	21.4%	

2027-28 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$23,048,931	\$2,260,991	9.8%	\$2,260,991	\$300,000	\$2,138,449	\$25,487,380	18.4%	\$0 Compliant
Undergraduate, Out-of-State	\$23,793,110	\$2,322,288	9.8%	\$2,322,288	\$1,570,000	\$2,326,722	\$27,689,832	22.5%	
Graduate, In-State	\$3,185,166	\$290,795	9.1%	\$290,795	\$30,000	\$463,764	\$3,678,930	21.3%	
Graduate, Out-of-State	\$3,096,042	\$258,793	8.4%	\$258,793	\$100,000	\$688,380	\$3,884,422	27.0%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$53,123,249	\$5,132,867	9.7%	\$5,132,867	\$2,000,000	\$5,617,315	\$60,740,564	21.0%	

2028-29 (Pro Forma)								
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	\$23,376,967	\$2,260,991	9.7%	\$2,260,991	\$300,000	\$2,138,449	\$25,815,416	18.2%
Undergraduate, Out-of-State	\$24,135,038	\$2,322,288	9.6%	\$2,322,288	\$1,570,000	\$2,326,722	\$28,031,760	22.2%
Graduate, In-State	\$3,372,058	\$290,795	8.6%	\$290,795	\$30,000	\$463,764	\$3,865,822	20.3%
Graduate, Out-of-State	\$3,442,717	\$258,793	7.5%	\$258,793	\$100,000	\$688,380	\$4,231,097	24.7%
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%
Total	\$54,326,780	\$5,132,867	9.4%	\$5,132,867	\$2,000,000	\$5,617,315	\$61,944,095	20.6%

2029-30 (Pro Forma)								
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	\$24,136,471	\$2,260,991	9.4%	\$2,260,991	\$300,000	\$2,138,449	\$26,574,920	17.7%
Undergraduate, Out-of-State	\$24,907,494	\$2,322,288	9.3%	\$2,322,288	\$1,570,000	\$2,326,722	\$28,804,216	21.6%
Graduate, In-State	\$3,901,103	\$290,795	7.5%	\$290,795	\$30,000	\$463,764	\$4,394,867	17.9%
Graduate, Out-of-State	\$4,476,472	\$258,793	5.8%	\$258,793	\$100,000	\$688,380	\$5,264,852	19.9%
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%
Total	\$57,421,540	\$5,132,867	8.9%	\$5,132,867	\$2,000,000	\$5,617,315	\$65,038,855	19.6%

** 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.*

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
Norfolk State University

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column O), including a % increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively (i.e. cost increases vs. 2023-24). Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2024-26 in this worksheet. A separate worksheet (Part 6) is provided for institutions to request additional GF support for 2024-26. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 are newly added to collect the estimated E&G expenditures of 2022-23 and 2023-24 as baselines for Tab 5 Pro Forma.

For the 2026-28 bienium and 2028-2030 bienium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Please estimate total E&G expenditures for 2022-23 and 2023-24	
Total Estimated 2022-23 E&G Expenditures	\$0
Total Estimated 2023-24 E&G Expenditures	\$0

Short Title	Incremental amounts relative to 2023-24 estimated baseline											Explanation Please be brief; reference specific narrative question for more detail.
	2024-2025			2025-2026			2026-2027	2027-2028	2028-2029	2029-2030		
	Total Amount	Reallocation	Amount from Tuition Revenue	Total Amount	Reallocation	Amount from Tuition Revenue	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)		
Salary & benefit increases for existing employees												
Increase T&R Faculty Salaries	\$1,152,622	\$1,152,622	\$0	\$1,200,508	\$582,846	\$617,662	\$1,224,518	\$1,249,008	\$1,273,988	\$1,299,468	2% salary increase; here split with GF.	
Increase Admin. Faculty Salaries	\$1,116,554	\$1,116,554	\$0	\$1,154,527	\$560,522	\$594,005	\$1,177,618	\$1,201,170	\$1,225,193	\$1,249,697	2% salary increase; here split with GF.	
Increase Classified Staff Salaries	\$1,444,878	\$1,444,878	\$0	\$1,504,907	\$730,633	\$774,274	\$1,535,005	\$1,565,705	\$1,597,019	\$1,628,959	2% salary increase; here split with GF.	
Increase University Staff Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Increase GTA Salaries	\$45,630	\$45,630	\$0	\$46,999	\$0	\$46,999	\$47,939	\$48,898	\$49,876	\$50,874	2% salary increase; here split with GF.	
Increase Adjunct Faculty Salaries	\$198,272	\$198,272	\$0	\$204,221	\$0	\$204,221	\$208,305	\$212,471	\$216,720	\$221,054	2% salary increase; here split with GF.	
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Inflationary non-personnel cost increases												
Contractual services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Utilities	\$200,000	\$200,000	\$0	\$400,000	\$369,125	\$30,875	\$600,000	\$800,000	\$1,000,000	\$1,200,000	\$200,000 Inflation	
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Financial aid expansion												
Add'l In-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Add'l Out-of-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
New/expanded academic programs												
School of VPAR	\$100,000	\$0	\$100,000	\$500,000	\$298,709	\$201,291	\$520,000	\$546,000	\$573,300	\$601,965	NSU plans to move departments in visual and performing arts into a separate school to gain synergy from these departments working together.	
Research and Innovation Infrastructure	\$100,000	\$0	\$100,000	\$438,090	\$200,000	\$238,090	\$438,090	\$438,090	\$438,090	\$438,090	The University is reorganizing to establish a division of research and innovation. The new division will increase the University's research capabilities and profile, while helping to attract faculty with more established research credentials and experience.	
School of Social Work	\$310,621	\$0	\$310,621	\$310,621	\$126,291	\$184,330	\$310,621	\$310,621	\$310,621	\$310,621	In preparation for the changing workforce, NSU is adding additional professional social work programs.	
Computer Science Curriculum Development	\$100,000	\$0	\$100,000	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	In preparation for the changing workforce, NSU is adding a PhD program in computer science.	
Nursing Department Expansion	\$520,000	\$446,291	\$73,709	\$546,000	\$546,000	\$0	\$573,300	\$601,965	\$632,063	\$663,666	NSU will expand its nursing program to help address the shortfall of nurses in the Commonwealth and the nation	
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Other academic & student support strategies & initiatives												

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
Norfolk State University

Student Academic Support		\$400,000	\$0	\$400,000	\$400,000	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	The University sees the benefit in providing students with wholistic academic support to insure they receive consistent advising, academic counseling, and tutoring from admission through graduation. Efforts in this vane will continue and expand.
Writing Center		\$425,000	\$0	\$425,000	\$425,000	\$0	\$425,000	\$0	\$0	\$0	\$0	\$0	\$0	Developing good communication skills is essential for all students; the writing center helps to enhance students ability to clearly and concisely develop and express their thoughts.
Math Center		\$1,000,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	NSU is developing a math facility that will help to address students arriving to campus with deficiencies in math and those needing assistance in specific courses. These student will be assisted with professional math tutors and pedagogical innovations to improve their preparedness for the courses in which they are enrolled.
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other non-academic strategies & initiatives														
New Science Building coming on line		\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$825,000	\$850,000	\$875,000	\$875,000	\$875,000	\$800000 New Sci Bldg + \$25,000 Inflation
New Fine Art Building coming on line		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$825,000	\$850,000	\$850,000	\$850,000	\$800000 New Fine Arts Bldg + \$25,000 Inflation
New Facility Building coming on line		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$520,000	\$540,000	\$540,000	\$500000 New Facility Bldg + \$20,000 Inflation	
[Add lines & descriptions here]		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Additional Funding Need		\$7,113,578	\$5,604,248	\$1,509,330	\$8,430,873	\$4,414,126	\$4,016,747	\$8,735,396	\$10,398,928	\$10,811,870	\$11,229,394	\$11,229,394	\$11,229,394	

Must not be greater than incremental	
2024-2025	2025-2026
\$0	\$0

Part 5: Six-year Pro Forma Calculations: 2022-23 through 2029-30
Norfolk State University

Instructions: No new data needs to be added on this tab; it is entirely comprised by formulas. The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2022-23 GF/NGF split. At the bottom is a blended scenario calculator that a user can leverage to calculate custom "shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically. This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab.

	From FY23-FY30															Total Chg	Avg Annual Chg
Baseline Pro Forma Surplus/Deficit	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Est.)	Chg	2025-2026 (Plan)	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg		
Total E&G GF Revenue from Tab2, flat after 2025-26	80,759,172	78,273,131	-3%	94,150,359	20%	94,150,359	0%	94,150,359	0%	94,150,359	0%	94,150,359	0%	94,150,359	0%	17%	2%
Tuition discount rate	20.5%	24.2%	3.683pt	23.0%	-1.193pt	22.0%	-0.998pt	21.4%	-0.641pt	21.0%	-0.405pt	20.6%	-0.408pt	19.6%	-0.979pt	-0.941pt	%
Total E&G NGF Revenue	43,239,658	47,266,107	9%	48,775,437	3%	51,282,854	5%	53,016,614	3%	54,167,355	2%	55,370,886	2%	58,465,646	6%	35%	5%
Incremental E&G NGF Revenue vs. prior yr		4,026,449		1,509,330	-63%	2,507,417	66%	1,733,760	-31%	1,150,741	-34%	1,203,531	5%	3,094,760	157%	-23%	
Total E&G Revenue	123,998,830	125,539,238	1%	142,925,796	14%	145,433,213	2%	147,166,973	1%	148,317,714	1%	149,521,245	1%	152,616,005	2%	22%	3%
Implied GF % of E&G	65.1%	62.3%	-2.8pt	65.9%	3.5pt	64.7%	-1.1pt	64.0%	-0.8pt	63.5%	-0.5pt	63.0%	-0.5pt	61.7%	-1.3pt	-3.4pt	%
Total E&G Expenditures	-	-	%	-	%	-	%	-	%	-	%	-	%	-	%	%	%
Incremental E&G Expenditures vs. 2023-24																	
Reallocation of existing dollars (flat after 2025-26)																	
Pro Forma Surplus/Deficit	123,998,830	125,539,238	1%	142,925,796	14%	145,433,213	2%	147,166,973	1%	148,317,714	1%	149,521,245	1%	152,616,005	2%	7%	1%
Incremental Surplus/Deficit	123,998,830	1,540,408	-99%	17,386,558	1029%	2,507,417	-86%	1,733,760	-31%	1,150,741	-34%	1,203,531	5%	3,094,760	157%	-82%	-12%

What would a constant GF/NGF ratio at 2023-24 levels imply for T&F and GF increases?																	
	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
GF % of E&G	65.1%	62.3%	-2.8pt	65.9%	3.5pt	65.9%	0pt	65.9%	0pt	65.9%	0pt	65.9%	0pt	65.9%	0pt	0.7pt	0.1pt
Implied incremental T&F increase (%)	-100.0%	-1.2%	98.8pt	-12.2%	-10.9pt	-1.7%	10.5pt	-1.1%	0.6pt	-0.7%	0.4pt	-0.7%	0pt	-1.8%	-1.1pt	98.2pt	14pt
Implied incremental GF Increase (%)	-100.0%	-1.2%	98.8pt	-12.2%	-10.9pt	-1.8%	10.4pt	-1.2%	0.5pt	-0.8%	0.4pt	-0.8%	0pt	-2.2%	-1.3pt	97.8pt	14pt

Blended Scenario Calculator - Share of Deficit Covered by Each Source (Must add up to 100%)			<< Input percentages here														
Expenditure reductions		0%															
T&F increases		0%															
GF increases		0%															
TOTAL		0%															

	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
Implied E&G Expenditure Reduction (%)	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	65.1%	62.3%	-2.8pt	65.9%	3.5pt	64.7%	-1.1pt	64.0%	-0.8pt	63.5%	-0.5pt	63.0%	-0.5pt	61.7%	-1.3pt	-3.4pt	-0.5pt

NO CHANGES MADE TO THIS SPREADSHEET AS DIRECTED.

**Part 6: General Fund (GF) Request: 2024-2026 Biennium
Norfolk State University**

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2024-26 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation Please be brief; reference specific narrative question for more detail.
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	Biennium 2024-2026 (7/1/24-6/30/26)				
			2024-2025		2025-2026		
			Total Amount	GF Support	Total Amount	GF Support	
1	Virginia Military Survivors and Dependents	Student Success	\$0	\$0	\$4,553,085	\$4,553,085	State support is requested for the Commonwealth's Virginia Military Survivors' and Dependents' Education Program (VMSDEP).
2	Compensation (Living Wage)	General Operations Support	\$5,000,000	\$5,000,000	\$3,129,000	\$3,129,000	Campus-wide effort to bring the lowest paid employees up to a wage that provides a competitive salary offered by business entities throughout the Hampton Roads region. This initiative is critical to the Success of NSU!
3	IT Infrastructure and Innovation	Education Innovation / Online Learning	\$4,500,000	\$4,500,000	\$6,500,000	\$6,500,000	NSU is working to both improve its computing infrastructure and to be in a position that allows for better connectivity with the wider world. The University's expanding online education presence has added extra pressures to the campus' technology and as efforts in the online arena increase, there are upgrades needed to the campus' IT capability.
4	Develop comprehensive preparation programs for first generation and Pell eligible students. Streamline work-based learning with experiential learning opportunities	Career Readiness & Placement	\$1,350,000	\$1,350,000	\$0	\$0	Expand work based experiences on campus and in the local community for all students so that they are developing skills in jobs that have the flexibility to allow them to succeed in the classroom. Expand the successful SP3 program and develop a follow-up program for students that completed the 1st year SP3 program.
5	Math Center	Student Success	\$1,000,000	\$500,000	\$0	\$0	NSU is developing a math facility that will help to address students arriving to campus with deficiencies in math and those needing assistance in specific courses. These students will be assisted with professional math tutors and pedagogy innovations to improve their preparedness for the courses in which they are enrolled.
6	Computer Science Curriculum Development	Curriculum	\$200,000	\$100,000	\$1,000,000	\$1,000,000	The development and implementation of computer science curriculums that will lead to well paid careers for NSU students.
7	Research and Innovation Infrastructure	Economic Development	\$100,000	\$0	\$900,000	\$900,000	Establishing the appropriate research and innovation structure will aid the University in securing additional research awards and the development of technologies with private sector partners.
8	Unfunded Scholarship	Cost efficiency	\$2,000,000	\$0	\$2,000,000	\$0	NSU realizes that merit scholars are an asset to the University's student body. These are highly sought after students, who are generally provided scholarships based on their merit. NSU has limited resources to provide merit scholarships but is seeking permission to use unfunded scholarships for merit students.
9	Continue to invest in the mental health, wellness, medical, and other supporting resources	Student Success	\$354,000	\$354,000	\$0	\$0	Students attending NSU need a full complement of mental health and wellness services available to them.
10	Spartan Innovation Academy	Education Innovation / Online Learning	\$625,000	\$625,000	\$0	\$0	Infrastructure to provide appropriate management and oversight of the SIA is necessary for both operational and programmatic success. Additionally, staff is needed to promote full integration of devices in the classroom setting, as appropriate, for students, and faculty.
11	Compensation (Market/Competitive)		\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	A major infusion is needed to bring the NSU employee compensation to the statewide averages. Increased compensation will make NSU a more attractive employer in the Hampton Roads region and will improve cost efficiency by reducing employee turnover. This request includes \$1 million towards Campus Safety Initiatives.
			\$0	\$0	\$0	\$0	
			\$0	\$0	\$0	\$0	
			\$0	\$0	\$0	\$0	
			\$21,129,000	\$18,429,000	\$24,082,085	\$22,082,085	

2023 - 2024 VCAN Narrative

The NSU Virginia College Affordability Network (VCAN) program is reported on the annual FA S1S2 report that is sent to SCHEV. The report provides expenditures for the previous academic year (this year's report will reflect expenditures for the 2023 - 2024 award year). Below is information regarding retention, expenditures, and average awards.

Cohort	AY	Total VCAN Students	Retained VCAN Students	% Retained
1	2021-22	202	127	62%
2	2022-23	183	136	74%
3	2023-24	321	257	80%
TOTAL		706	520	74%

NOTE: 583 total 23-24 students awarded VCAN

2023-24	
Total VCAN	583
Total Award Amount	\$8,167,654
Average VCAN Award	\$14,009.70

- Currently, no students have completed the requirements for graduation. The program was initiated in Fall 2021 and students have not had enough time on campus to complete requirements for graduation.
- VCAN Advisors continue to partner with the Patricia L. Stith Spartan Success Center (PLSSSC) and served as Teaching Assistants during the fall 2024 semester for SEM-101 courses as well as the Student Pathways Learning Communities.
- During the 2023 -2024 academic year, the VCAN Advisor partnered with Career Services to assist students with career planning by offering workshops on resume' building and mock interviews.
- VCAN Advisors continue the efforts of providing academic skill workshops, counseling opportunities and support, and proactive interventions during the 5th and 10th week grading periods.
- There continues to be three (3) VCAN Advisors who share the responsibility of recruiting and marketing VCAN at high schools within a 45-mile radius of the institution.

Questions/Comments Norfolk State University Academic

- We noticed two programs (B.S. Middle Education and M.A Counseling) that SCHEV's academic affairs team has as pending/approved but they are not mentioned in your six-year plan. Can you review and explain the discrepancy?

Although faculty in NSU's School of Education conducted prior conceptual work and investigation for degree programs in Middle Education and Counseling Education and completed the proposals and the University review and approval process, but did not have a target date for which they anticipated completion. However, in response to the State Council of Higher Education for Virginia's (SCHEV) special submission process for 2023-2024 for "Teacher Licensure Qualifying Degree Program Proposals," which stated that the purpose for the special submission process was "...to promote the development of new licensure-qualifying degree programs by Virginia public higher education institutions that will contribute to alleviating shortages of licensed personnel in Virginia's school districts," NSU's School of Education responded positively to this opportunity and worked to expedite the process. After verifying with SCHEV in August and September 2023 that the proposals for a B.S. in Middle Education and an M.A. in Counseling Education could be submitted via the special submission process, the proposals were submitted through University governance during the Fall semester of 2023, then to SCHEV in December 2023, and subsequently approved..

In the December 2023 submission to SCHEV, NSU stated: "The proposed BS in Middle Education degree program addresses one of the three top needed areas by the Commonwealth of Virginia to prepare students to teach Middle Education mathematics and science in grades 6-8. The proposed MA in Counseling Education degree program aligns with the Executive Summary of the RD264 - School Divisions' Ability to Fill School Counselor Positions Report, dated June 30, 2021. School counselors across the Commonwealth of Virginia provide support to the student body by providing advocacy, instruction, appraisal, and advisement of students throughout their academic, career, and social-emotional development. Graduates of the proposed degree programs will be prepared to teach and counsel students in Pre-K through 12 classroom and community settings." NSU stated in its 2023 Six-Year Plan, in response to question A2 that: "NSU has a high percentage of both in-state and out-of-state students who remain in the Commonwealth of Virginia..." and that "(o)ver the last five years, NSU has distinguished itself by establishing strategic partnerships and implementing initiatives aligned to the Commonwealth's most urgent market demands." In response to question A3, NSU stated that we would "(d)velop new programs that...(l)ead to careers in high priority industries." Given NSU's continuing commitment to post-graduation success, which serves the interests of our learners as well

as those of the Commonwealth, the B.S. in Middle Education and an M.A. in Counseling Education degrees were developed.

Enrollment

- Are you concerned regarding 2024 early enrollment across FTIC and undergrad, and is there a plan to address?

NSU's 2024 projections for FTIC were 1429. However, 1305 students enrolled at NSU for the Fall Semester, which was above the 1300 that were anticipated. This number was scaled back due to the expected FAFSA issues. The shortfall in the number of new students was largely due to the delay in the rollout of the 2024-2025 FAFSA and the significant systems issues associated with the rollout. These challenges with the new FAFSA platform impacted NSU's ability to notify students of early financial aid award offers. Nearly 70% of NSU students are Pell Eligible and they rely heavily on Financial Aid awards to enroll in classes at NSU. Not being able to communicate Financial Aid awards impacted many potential students' decision to enroll.

To address this concern, NSU implemented a new application platform to extend the University's ability to increase the FTIC (i.e., implementation of the Common Application as well as the Common Black Application). Additionally, NSU communicated information to students regarding their eligibility for merit-based aid.

Due to recent updates regarding the FAFSA application for the 2025 – 2026 Academic year, NSU anticipates continued delays with the FAFSA application process. As such, NSU will employ a similar posture regarding recruitment and enrollment including the continued use of the Common Application and the Common Black Application. NSU has also participated in aggressive recruitment campaigns across the region and in other states in the Midwest, the Northeast, and the Southeast regions of the United States.

NSU wishes to maintain a comprehensive and robust campus-life experience for enrolled students. It is our desire to have more students residing on campus in on-campus housing to maintain constant student engagement with campus-life activities, staff, and faculty. It is our plan to build housing in the future, if provided the funding to expand the housing infrastructure on campus.

Cost

- **Per the fact pack, academic administration and executive management expenditures have each increased 7 and 8% annually over the last decade. What are the cost drivers within each category and how can that trend be contained/reversed?**

Academic administration

During the last decade, the dean of each school or college has been replaced. The prior heads of these units had been in place for a number of years. Hiring new administrators at market rates revealed the level of salary compression the former administrators were under. To achieve the goals of the university, excellent leadership in the schools and colleges is required. Norfolk State University has hired individuals that will lead the institution into the future. The increase in costs here, reflect the cost required to be successful.

Additionally, NSU has added an additional unit, the Joint School of Public Health, to address public health concerns in the Hampton Roads region. The unit has also added it to the academic administration costs.

NSU has made substantial increases in resources dedicated to student success. NSU students come from backgrounds that require assistance at the highest level to be successful. Infrastructure has been put in place to help the students who are first generation college students, Pell eligible students, and students coming to the university from socio-economic K-12 academic settings of lower rigor. Nationwide studies have shown that these students can be successful but additional assistance is required to aid their persistence towards the achievement of graduation.

Executive management

The management of the university is responsible for the overall direction to which the university is headed. In the last 10 years NSU has seen multiple hires in top leadership positions. These positions were hired at market rates. Due to lack of adequate infrastructure, there have been additional individuals hired in executive management positions.

The new roles created allow management of employees to improve oversight of operational units critical to the mission of the university. The executive management functions allowed the administration of the university to establish better control of the campus' managerial activities.

NSU is conscious of the need to be compliant with both federal and state operational mandates. The university has placed resources in these managerial areas to ensure compliance with mandates from both the state and federal government are being observed and followed. The infrastructure needed to help the university be compliant has been put in place over the last 10 years. As the university moves forward, there is an expectation that compliance will require the investment of additional resources. Costs are expected to expand in the short term but the overall efficiency of the

university is expected to improve, thus, reducing long term cost of operations.

- **Logistical services have increased 16% annually over the last decade. What is the driver of the increase and how can those cost trends be contained/reversed?**

There are three major factors driving the increase in logistical costs over the last decade:

1. In the interests of safety, Norfolk State University has committed to hiring state-certified police officers. In order to hire and maintain an adequate police force, the university has had to increase salaries closer to current market averages. In doing so, cost for the police force has increased. Additionally, the number of police officers to protect the campus has been increased. To supplement the state-certified police force, the university has also increased the use of unarmed security personnel where practical. Again, this has increased the overall cost to the university.
2. In November of 2022, the university entered into a memorandum of understanding granting it increased authority for operations. One area approved through this memorandum of understanding was autonomy in procurement. As NSU successfully operates procurement, we have allocated additional resources as needed. The university will continue to be compliant with the memorandum of understanding and will continue utilizing these resources.
3. In the past few years, there have been dramatic increases in the use of delivery services such as Amazon.com. The effects of these new delivery formats have demanded more operations in the university's Central Warehouse to accommodate deliveries being made to students living on campus.

Costs in these three areas will not decrease. Norfolk State University does not anticipate plans to increase spending in these areas. The infrastructure needed to support the activities noted above is now in place. There will be marginal increases to reflect cost of living adjustments, but going forward there should not be the need for the rapid increases that have occurred over the last 10 years.

- **Are you concerned about the APA financial health metrics (excluding component units) and LU's ratios below benchmark for several criteria? Is there a plan to improve these?**

Per Dr. Grace Khattar, the question above was not intended for NSU and no response is required.