



December 1, 2024

Division of Legislative Automated Systems (DLAS)
Old City Hall
1001 East Broad Street, Suite 210
Richmond, Virginia 23219

Attention: Legislative Documents and Reports Processing

Dear Sir/Madam:

The following report is submitted in compliance with Virginia Code §23.1-306.

Document Title

Christopher Newport University Six Year Plan (2024): 2024-25 through 2029-30

Mandate

Code of Virginia, §23.1-306

Contact Person

Jennifer Latour
Chief of Staff
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Please contact Jennifer or me with any questions or requests for additional information.

Sincerely,

Sarah Herzog

Sarah Herzog
Chief Financial Officer



July 15, 2024

Mr. Tom Allison
State Council of Higher Education for Virginia
101 N. 10th Street, 10th Floor
James Monroe Building
Richmond, VA 23219

Mr. Allison,

Please find Christopher Newport University's updates to our Six Year Plan in this letter and in the responses to the questions that follow.

The Six Year Plan narrative submitted last year highlighted a principal initiative of President William G. Kelly to undertake a strategic planning process. We are pleased to report that *The Strategic Compass*, CNU's new strategic plan, is nearing completion, and we will begin implementation during the Fall of 2024. The Compass outlines four key priorities or compass points: I) Advance the power and the promise of the liberal arts, II) Connect with our community, III) Create a stronger culture of inclusion, and IV) Build a foundation to thrive. All four of these priorities and the initiatives that will follow support the Commonwealth's higher education priorities.

President Kelly has also initiated a review of the University's Mission, Vision, and Values to ensure they align with the Compass and reflect the evolving world of higher education. The Mission, Vision, and Values have not been revised for many years. The University will follow all SCHEV policies concerning the upcoming changes to the Mission.

Two technology items worth highlighting offer the potential to create great opportunities while posing cost challenges: Artificial Intelligence (AI) and Enterprise Resource Planning (ERP) systems. AI has the ability to transform higher education pedagogy and numerous administrative processes. Along the way, however, AI is also a significant future cost driver. We have explored opportunities for our students, faculty and staff to leverage AI across our campus and the costs are substantial and unpredictable. We would also like to highlight our support for W&M's proposal asking the Commonwealth to fund a consortium of institutions to procure a modern Enterprise Resource Planning (ERP) system. Like our sister institutions, many of our systems are dated and inadequate. Without state funding, we will be unable to procure new systems. A modern ERP system would allow CNU and our sister institutions the opportunity to consolidate outdated systems in favor of a single system allowing for efficiencies across our campuses. We are not requesting funds for either of these initiatives at this time, but we are likely to do so in the next biennium.

In addition, please see the attached responses to questions 1 through 5.

Sincerely yours,

Sarah Herzog

Sarah Herzog
Chief Financial Officer
Associate Vice President

1. How have you used the Fact Pack data provided last year with the public, your governing board, students, faculty, etc.?

The Fact Pack data has been used in multiple settings, helping to inform short and long term strategies. In particular, we were able to identify that Christopher Newport University retained out-of-state students in the Commonwealth after graduation at almost double the average rate of all of our sister institutions. As the Commonwealth seeks to grow talent pipelines, we have used this data to advocate for greater out-of-state tuition autonomy to help us attract additional out-of-state students to CNU. We have also used the enrollment trends graphs to illuminate discussions about the future of our university with our Board of Visitors and our faculty and staff. This data has been helpful as we prepare the University's Strategic Compass.

2. Changes in admissions, enrollment, and retention due to disruptions of the new FAFSA form and your plan to mitigate the impact.

For academic year 2024-25, the U.S. Department of Education (USED) rolled out the "Simplified FAFSA" which significantly changed the collection of student and parent financial data and the subsequent calculation of aid eligibility, moving from the previous Expected Family Contribution (EFC) to the Student Aid Index (SAI). Unfortunately, the rollout was mired in delays as USED encountered issues in updating the FAFSA. The application, usually available in October, was not available to students until the end of December, with data and analysis not provided to institutions of higher education (IHE) until March 11, 2024. Initially, when data were sent to IHEs, it came in very small batches. After providing initial data, additional errors in processing and the formula were discovered, requiring USED to reprocess nearly 20% of FAFSA applications. Reprocessing did not begin until early May 2024, further delaying aid offers to impacted students.

In part, due to the issues and delays with the FAFSA rollout and processing, students across the nation have been slow in completing the FAFSA. As of June 7, 2024, 44% of the Class of 2024 have completed the FAFSA, which is an approximate 13% drop from the previous academic year (<https://www.ncan.org/page/fafsatracker>).

As of June 20, 2024, Christopher Newport University reported an 8% drop in FAFSA applications among all first-time-in-college students for Fall 2024 (prospective, admitted, and attending). However, among only admitted students, the drop was approximately 7% less than 2023-24, and for deposited/enrolling students, the drop was smaller still at just under 1.5%. For returning students, sophomores have been completing the FAFSA at virtually the same rate for 2024-25 as in 2023-24. Overall, data for returning students are promising with FAFSA applications down only slightly (3%).

In an attempt to mitigate the effects of the rollout, Christopher Newport shifted the standard response (deposit) date for first-time-in-college students for Fall 2024 from May 1 to May 15 for all admitted students who had completed the FAFSA. The adjustment was to allow students more

time to receive and review their financial aid offers. In addition, the priority FAFSA filing date was extended for all FAFSA filers an additional two months - from March 1 until April 30.

In addition to extending the first-time-in-college deposit deadline and the FAFSA priority filing date, Christopher Newport reached out to continuing students to encourage FAFSA submission as soon as the FAFSA became available. The Office of Financial Aid provided webinars on the changes to the 2024-25 FAFSA, sent weekly emails leading up to the priority filing date, texted returning students about priority dates and updates, provided updates on the CNU website and offered evening and weekend appointments to students and families in need of assistance in completing the new FAFSA.

3. Explain any changes in the “Key Metrics at a Glance” and other changes in your Fact Pack that you feel are important to highlight.

The additional updated data resulted in only modest changes from the prior year.

4. Please include detailed updates on your cost control measures as noted in the Six-Year Plan follow-up, including new/ongoing initiatives and where your per-student overall expenditure and institutional/administrative expenditures are trending as a result of your efforts.

FY 2024 focused reductions were implemented with reallocation of resources enabling reduced internal pressures for tuition and fee increases. FY 2025 processes included a zero-based budgeting initiative which required department and division heads to critically evaluate their expenditures and identify opportunities to find efficiencies. This initiative will be a foundation for identifying cost savings and opportunities to realize operational efficiencies on an ongoing basis.

FY 2024 cost savings initiatives implemented in Dining Services included replacing disposable to-go containers with reusable containers. In Housing, we reduced dependence on third-party housekeeping contractor use, enabling the University to limit rate increases here as well. The increase for the most frequently selected room type and dining plan was kept below 1%.

Given the substantial pressures from inflation and other external factors, these cost saving initiatives have been important in helping limit the financial impact on students and families.

This past year the Going Greener ‘24 initiative was launched to activate working groups of faculty, staff, and students focused on reducing energy use and waste, developing a campus culture that prioritizes sustainability, and communicating progress of these efforts to our multiple constituencies. For example, occupied cooling and heating set points have been changed to 74° and 69° from the previous setpoints of 73° and 70°. In addition, we have upgraded lighting systems and HVAC control systems throughout campus to reduce energy usage when spaces are unoccupied. This initiative aligns with Strategic Compass Priority IV: Build a Foundation to

Thrive, and is intended to help manage rising utility expenses while also working to help reduce our impact on our climate and natural resources.

We also continue to find efficiencies in our Procurement and Facilities units and expansion of revenue-generating contracts. We have negotiated with several of our contracts to receive a 3% discount on the total annual contract by paying in full, and we have found new vendors that have saved costs by utilizing VASCUPP cooperative contracts.

5. Describe the anticipated impact of any new federal or state legislative or regulatory requirements on the institution's finances (e.g., Financial Value Transparency and Title IX regulations).

Gainful Employment (GE) programs and Financial Value Transparency (FVT) regulations.

At this time, Christopher Newport University has no Gainful Employment (GE) programs that would be subject to the new Gainful Employment and Financial Value Transparency (FVT) regulations. However, Christopher Newport will complete the required reporting for the Financial Value Transparency Framework for all other required programs.

Should Christopher Newport begin to offer standalone certificates or other non-degree programs for which students receive Title IV aid, there will be added impacts if the program does not meet the expected outcomes, including required student disclosures and acknowledgments and the potential loss of Title IV aid eligibility.

Based on initial reviews of internal data, at this time, Christopher Newport only has one program (Bachelor's in Visual and Performing Arts) that may fail to meet the expected outcome requirements based on a low median income (<https://www.regulations.gov/docket/ED-2023-OPE-0089>). However, as this is an undergraduate degree program, students enrolling in this program would still be eligible to receive Title IV aid and would not be subject to acknowledgement requirements.

The primary financial impact for Christopher Newport will be the significant time required for staff to develop, test, and report the large-scale data requested by USED by the current due date of October 1, 2024. USED's rule notes an estimated time burden of at least 400 hours for development, testing, and reporting. The National Association of Student Financial Aid Administrators (NASFAA) has submitted multiple requests to USED and Congress indicating that the deadline for reporting should be delayed until July 2025, citing continued impacts of the poor 2024-2025 FAFSA rollout and ongoing issues which Financial Aid Offices face. At this time, the deadline remains October 1.

FLSA minimum standard annual salary change. Effective July 1, 2024, a new U.S. Department of Labor rule updates the FLSA minimum standard annual salary for exempt roles from \$35,568 to \$43,888. Under this rule, a second increase in the exempt salary threshold to \$58,656 is



scheduled for January 1, 2025. The compressed timeframe of these adjustments creates additional pressures to increase wages or incur overtime expenses for previously exempt roles. This required funds to be reallocated in order to comply with this rule and balance competing priorities for funding.

Executive Order 30. Additionally, Executive Order 30 will impact our operations, particularly in terms of compliance and regulatory costs. As the university registers Artificial Intelligence models and technologies with the Virginia Information Technology Agency (VITA), we expect to incur additional expenses for staff training and compliance monitoring. We anticipate increased IT personnel costs as we attempt to comply with VITA requirements.

Virginia Military Survivors Dependents Education Program (VMSDEP). Although not new, possible eligibility changes to VMSDEP create uncertainty around the magnitude of expenses to be absorbed by Christopher Newport during a period where SCHEV has projected 40% growth in VMSDEP waivers for FY 2025, and 40% growth again in FY 2026.

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

Due: July 1, 2024

Institution: Christopher Newport University

Institution UNITID: 003706

Individual responsible for plan

Name(s) & Title(s):	Sarah Herzog, CFO Zac Holmes, Director of Planning & Budget
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Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2024-26 Biennium

Christopher Newport 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)	2024-25		2025-26		
		Board Approved	% Increase	Planned Charge	% Increase	
In-State UG Tuition	\$9,763	\$10,050	2.9%	\$10,553	5.0%	
In-State UG Mandatory E&G Fees	\$238	\$238	0.0%	\$238	0.0%	
In-State UG Mandatory non-E&G Fees	\$6,350	\$6,540	3.0%	\$6,737	3.0%	
In-State UG Total	\$16,351	\$16,828	2.9%	\$17,528	4.2%	
Out-of-State UG Tuition	\$24,000	\$24,000	0.0%	\$24,720	3.0%	
Out-of-State UG Mandatory E&G Fees	\$638	\$638	0.0%	638	0.0%	
Out-of-State UG Mandatory non-E&G Fees	\$6,350	\$6,540	3.0%	6737	3.0%	
Out-of-State UG Total	\$30,988	\$31,178	0.6%	\$32,095	2.9%	

**Part 2: Revenue: 2022-23 through 2029-30
Christopher Newport 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 biennium 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	\$37,747,521	\$38,959,743	3.2%	\$39,887,257	2.4%	\$42,214,440	5.8%	\$42,450,503	0.6%	\$42,706,237	0.6%	\$43,207,341	1.2%	\$43,649,958	1.0%	16%	2.1%
Undergraduate, Out-of-State	\$5,328,501	\$5,037,294	-5.5%	\$5,028,835	-0.2%	\$5,263,049	4.7%	\$5,390,094	2.4%	\$5,422,550	0.6%	\$5,487,107	1.2%	\$5,543,281	1.0%	4%	0.6%
Graduate, In-State	\$979,182	\$822,897	-16.0%	\$889,092	8.1%	\$939,784	5.7%	\$1,000,541	6.5%	\$1,054,792	5.4%	\$1,075,888	2.0%	\$1,097,406	2.0%	12%	1.6%
Graduate, Out-of-State	\$154,151	\$232,600	50.9%	\$225,625	-3.0%	\$238,661	5.8%	\$254,302	6.6%	\$268,256	5.5%	\$273,621	2.0%	\$279,094	2.0%	81%	8.9%
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	\$1,102,639	\$1,871,637	69.7%	\$1,658,700	-11.4%	\$1,683,581	1.5%	\$1,708,834	1.5%	\$1,734,467	1.5%	\$1,760,484	1.5%	\$1,786,891	1.5%	62%	7.1%
Total E&G NGF Revenue	\$45,311,995	\$46,923,971	3.6%	\$47,689,509	1.6%	\$50,339,515	5.6%	\$50,804,274	0.9%	\$51,186,302	0.8%	\$51,804,441	1.2%	\$52,356,630	1.1%	16%	2.1%
E&G GF Revenue (assume flat after 2026)	\$46,979,517	\$50,526,892	7.6%	\$54,476,203	7.8%	\$54,476,203	0.0%	\$54,476,203	0.0%	\$54,476,203	0.0%	\$54,476,203	0.0%	\$54,476,203	0.0%	16%	2.1%
Total E&G Revenue	\$92,291,512	\$97,450,863	5.6%	\$102,165,712	4.8%	\$104,815,718	2.6%	\$105,280,477	0.4%	\$105,662,505	0.4%	\$106,280,644	0.6%	\$106,832,833	0.5%	16%	2.1%

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	\$24,054,474	\$24,498,228	1.8%	\$24,955,440	1.9%	\$25,566,009	2.4%
All Other students	\$1,672,236	\$1,703,085	1.8%	\$1,734,870	1.9%	\$1,777,316	2.4%
Total non-E&G fee revenue	\$25,726,710	\$26,201,313	1.8%	\$26,690,310	1.9%	\$27,343,325	2.4%
Total Auxiliary Revenue	\$75,362,500	\$79,161,228	5.0%	\$78,140,324	-1.3%	\$79,829,548	2.2%

Part 3: Financial Aid Plan: 2022-23 through 2029-30
Christopher Newport 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	\$37,747,521	\$3,430,522	9.1%	\$3,991,778	\$0	\$2,334,175	\$40,081,696	14.4%	-\$472,267 Compliant
Undergraduate, Out-of-State	\$5,328,501	\$484,258	9.1%	\$26,000	\$0	\$0	\$5,328,501	9.1%	
Graduate, In-State	\$979,182	\$88,989	9.1%	\$0	\$0	\$174,023	\$1,153,205	22.8%	
Graduate, Out-of-State	\$154,151	\$14,009	9.1%	\$0	\$0	\$0	\$154,151	9.1%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$44,209,356	\$4,017,778	9.1%	\$4,017,778	\$0	\$2,508,198	\$46,717,554	14.0%	

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	\$38,959,743	\$2,901,291	7.4%	\$3,204,900	\$0	\$3,482,815	\$42,442,558	15.0%	-\$242,343 Compliant
Undergraduate, Out-of-State	\$5,037,294	\$375,122	7.4%	\$150,100	\$0	\$0	\$5,037,294	7.4%	
Graduate, In-State	\$822,697	\$61,265	7.4%	\$0	\$0	\$167,152	\$989,849	23.1%	
Graduate, Out-of-State	\$232,600	\$17,321	7.4%	\$0	\$0	\$0	\$232,600	7.4%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$45,052,334	\$3,355,000	7.4%	\$3,355,000	\$0	\$3,649,967	\$48,702,301	14.4%	

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	\$39,887,257	\$2,885,558	7.2%	\$3,163,500	\$0	\$3,102,387	\$42,989,644	13.9%	-\$213,623 Compliant
Undergraduate, Out-of-State	\$5,028,835	\$363,800	7.2%	\$166,500	\$0	\$233,513	\$5,262,348	11.4%	
Graduate, In-State	\$889,092	\$64,319	7.2%	\$0	\$0	\$0	\$889,092	7.2%	
Graduate, Out-of-State	\$225,625	\$16,322	7.2%	\$0	\$0	\$0	\$225,625	7.2%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$46,030,809	\$3,330,000	7.2%	\$3,330,000	\$0	\$3,335,900	\$49,366,709	13.5%	

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	\$42,214,440	\$2,910,836	6.9%	\$3,187,250	\$0	\$3,102,387	\$45,316,827	13.3%	-\$211,613 Compliant
Undergraduate, Out-of-State	\$5,263,049	\$362,906	6.9%	\$167,750	\$0	\$233,513	\$5,496,562	10.9%	
Graduate, In-State	\$939,784	\$64,801	6.9%	\$0	\$0	\$0	\$939,784	6.9%	
Graduate, Out-of-State	\$238,661	\$16,457	6.9%	\$0	\$0	\$0	\$238,661	6.9%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$48,655,934	\$3,355,000	6.9%	\$3,355,000	\$0	\$3,335,900	\$51,991,834	12.9%	

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	\$42,450,503	\$2,900,910	6.8%	\$3,187,250	\$0	\$3,102,387	\$45,552,890	13.2%	-\$217,967 Compliant
Undergraduate, Out-of-State	\$5,390,094	\$368,339	6.8%	\$167,750	\$0	\$233,513	\$5,623,607	10.7%	
Graduate, In-State	\$1,000,541	\$68,373	6.8%	\$0	\$0	\$0	\$1,000,541	6.8%	
Graduate, Out-of-State	\$254,302	\$17,378	6.8%	\$0	\$0	\$0	\$254,302	6.8%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$49,095,440	\$3,355,000	6.8%	\$3,355,000	\$0	\$3,335,900	\$52,431,340	12.8%	

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	\$42,706,237	\$2,897,353	6.8%	\$3,187,250	\$0	\$3,102,387	\$45,808,624	13.1%	-\$218,336 Compliant
Undergraduate, Out-of-State	\$5,422,550	\$367,886	6.8%	\$167,750	\$0	\$233,513	\$5,656,063	10.6%	
Graduate, In-State	\$1,054,792	\$71,561	6.8%	\$0	\$0	\$0	\$1,054,792	6.8%	
Graduate, Out-of-State	\$268,256	\$18,200	6.8%	\$0	\$0	\$0	\$268,256	6.8%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$49,451,835	\$3,355,000	6.8%	\$3,355,000	\$0	\$3,335,900	\$52,787,735	12.7%	

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)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$43,207,341	\$2,896,666	6.7%	\$3,187,250	\$0	\$3,102,387	\$46,309,728	13.0%	
Undergraduate, Out-of-State	\$5,487,107	\$367,861	6.7%	\$167,750	\$0	\$233,513	\$5,720,620	10.5%	
Graduate, In-State	\$1,075,888	\$72,129	6.7%	\$0	\$0	\$0	\$1,075,888	6.7%	
Graduate, Out-of-State	\$273,621	\$18,344	6.7%	\$0	\$0	\$0	\$273,621	6.7%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$50,043,957	\$3,355,000	6.7%	\$3,355,000	\$0	\$3,335,900	\$53,379,857	12.5%	

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)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$43,649,958	\$2,895,914	6.6%	\$3,187,250	\$0	\$3,102,387	\$46,752,345	12.8%	
Undergraduate, Out-of-State	\$5,543,281	\$367,764	6.6%	\$167,750	\$0	\$233,513	\$5,776,794	10.4%	
Graduate, In-State	\$1,097,406	\$72,806	6.6%	\$0	\$0	\$0	\$1,097,406	6.6%	
Graduate, Out-of-State	\$279,094	\$18,516	6.6%	\$0	\$0	\$0	\$279,094	6.6%	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	%	
Total	\$50,569,739	\$3,355,000	6.6%	\$3,355,000	\$0	\$3,335,900	\$53,905,639	12.4%	

* 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
Christopher Newport 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	\$92,394,268
Total Estimated 2023-24 E&G Expenditures	\$97,593,928

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	\$557,977	\$0	\$557,977	\$969,567	\$0	\$969,567	\$3,199,900	\$3,891,200	\$4,596,400	\$5,315,700		
Increase Admin. Faculty Salaries	\$113,719	\$0	\$113,719	\$405,859	\$0	\$405,859	\$1,535,347	\$2,053,360	\$2,581,734	\$3,120,674		
Increase Classified Staff Salaries	\$96,509	\$0	\$96,509	\$344,438	\$0	\$344,438	\$1,302,994	\$1,742,613	\$2,191,025	\$2,648,405		
Increase University Staff Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Increase GTA Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Increase Adjunct Faculty Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
6% Annual State Health Insurance Cost	\$267,325	\$0	\$267,325	\$267,325	\$0	\$267,325	\$869,800	\$1,068,700	\$1,273,500	\$1,484,500		
Inflationary non-personnel cost increases												
Contractual services and utilities	\$72,500	\$12,500	\$60,000	\$147,400	\$0	\$147,400	\$224,900	\$305,000	\$387,900	\$473,700		
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		
New/expanded academic programs												
Faculty Positions (Social Work, Education)	\$170,700	\$170,700	\$0	\$225,000	\$225,000	\$0	\$153,600	\$166,500	\$159,600	\$160,200		
Other academic & student support strategies & initiatives												
[Add lines & descriptions here]	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Faculty Positions (Computer Science, Kinesiology)	\$366,500	\$366,500	\$0	\$325,000	\$325,000	\$0	\$332,200	\$328,200	\$319,300	\$320,300		
Captains Peninsula Pathways for VCCS Students	\$25,000	\$25,000	\$0	\$25,000	\$25,000	\$0	\$426,100	\$582,200	\$751,300	\$927,000		
Other non-academic strategies & initiatives												
Strategic Compass	\$700,000	\$700,000	\$0	\$1,146,300	\$700,000	\$446,300	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000		
O&M for New Facilities Coming Online	\$1,459,700	\$1,459,700	\$0	\$2,624,300	\$1,459,700	\$1,164,600	\$4,624,300	\$3,649,300	\$3,649,300	\$3,649,300		
Targeted Reductions	\$0	\$330,000	-\$330,000	\$0	\$330,000	-\$330,000	-\$330,000	-\$330,000	-\$330,000	-\$330,000		
Safety, Security, and Compliance	\$75,000	\$75,000	\$0	\$75,000	\$75,000	\$0	\$353,800	\$358,100	\$362,500	\$367,000		
Base Operating Support	\$471,000	\$471,000	\$0	\$471,000	\$471,000	\$0	\$1,919,700	\$2,014,800	\$2,110,300	\$2,206,300		
Total Additional Funding Need	\$4,375,929	\$3,610,400	\$765,529	\$7,026,189	\$3,610,700	\$3,415,489	\$15,812,641	\$17,029,973	\$19,252,859	\$21,543,079		

Part 5: Six-year Pro Forma Calculations: 2022-23 through 2029-30
Christopher Newport 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.

Baseline Pro Forma Surplus/Deficit	From FY23-FY30															Total Chg	Avg Annual Chg		
	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	46,979,517	50,526,892	8%	54,476,203	8%	54,476,203	0%	54,476,203	0%	54,476,203	0%	54,476,203	0%	54,476,203	0%	54,476,203	0%	16%	2%
Tuition discount rate	14.0%	14.4%	0.414pt	13.5%	-0.88pt	12.9%	-0.634pt	12.8%	-0.108pt	12.7%	-0.086pt	12.5%	-0.141pt	12.4%	-0.122pt	12.4%	-0.122pt	-1.557pt	%
Total E&G NGF Revenue	45,311,995	46,923,971	4%	47,689,509	2%	50,339,515	6%	50,804,274	1%	51,186,302	1%	51,804,441	1%	52,356,630	1%	52,356,630	1%	16%	2%
Incremental E&G NGF Revenue vs. prior yr		1,611,976		765,538	-53%	2,650,006	246%	464,759	-82%	382,028	-18%	618,139	62%	552,189	-11%	552,189	-11%	-66%	
Total E&G Revenue	92,291,512	97,450,863	6%	102,165,712	5%	104,815,718	3%	105,280,477	0%	105,662,505	0%	106,280,644	1%	106,832,833	1%	106,832,833	1%	10%	1%
Implied GF % of E&G	50.9%	51.8%	0.9pt	53.3%	1.5pt	52.0%	-1.3pt	51.7%	-0.2pt	51.6%	-0.2pt	51.3%	-0.3pt	51.0%	-0.3pt	51.0%	-0.3pt	0.1pt	%
Total E&G Expenditures	92,394,268	97,593,928	6%	97,593,928	0%	97,593,928	0%	97,593,928	0%	97,593,928	0%	97,593,928	0%	97,593,928	0%	97,593,928	0%	6%	1%
Incremental E&G Expenditures vs. 2023-24				-		-	%	-	%	-	%	-	%	-	%	-	%		
Reallocation of existing dollars (flat after 2025-26)				-		-	%	-	%	-	%	-	%	-	%	-	%		
Pro Forma Surplus/Deficit	(102,756)	(143,065)	39%	4,571,784	-3296%	7,221,790	58%	7,686,549	6%	8,068,577	5%	8,686,716	8%	9,238,905	6%	9,238,905	6%	102%	15%
Incremental Surplus/Deficit	(102,756)	(40,309)	-61%	4,714,849	-11797%	2,650,006	-44%	464,759	-82%	382,028	-18%	618,139	62%	552,189	-11%	552,189	-11%	-88%	-13%

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	50.9%	51.8%	0.9pt	53.3%	1.5pt	53.3%	0pt	53.3%	0pt	53.3%	0pt	53.3%	0pt	53.3%	0pt	2.4pt	0.3pt
Implied incremental T&F increase (%)	0.1%	0.0%	-0.1pt	-4.6%	-4.7pt	-2.5%	2.2pt	-0.4%	2pt	-0.3%	0.1pt	-0.6%	-0.2pt	-0.5%	0.1pt	-0.6pt	-0.1pt
Implied incremental GF Increase (%)	0.1%	0.0%	-0.1pt	-4.6%	-4.7pt	-2.6%	2pt	-0.5%	2.1pt	-0.4%	0.1pt	-0.6%	-0.2pt	-0.5%	0.1pt	-0.7pt	-0.1pt

Blended Scenario Calculator - Share of Deficit Covered by Each Source (Must add up to 100%)		Expenditure reductions		T&F increases		GF increases		TOTAL	
		0%	<< Input percentages here						0%
		0%							0%
		0%							0%
		0%							0%
		0%							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 (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
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	50.9%	51.8%	0.9pt	53.3%	1.5pt	52.0%	-1.3pt	51.7%	-0.2pt	51.6%	-0.2pt	51.3%	-0.3pt	51.0%	-0.3pt	0.1pt	0pt

**Part 6: General Fund (GF) Request: 2024-2026 Biennium
Christopher Newport 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.
			Biennium 2024-2026 (7/1/24-6/30/26)				
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	2024-2025		2025-2026		
			Total Amount	GF Support	Total Amount	GF Support	
1	Affordable Access	Financial Aid	\$0	\$0	\$514,500	\$514,500	Includes funds over time intended to meet the remaining need of Pell eligible students. Current known financial aid shortfall total is \$1,543,500.
2	VMSDEP	Financial Aid	\$600,000	TBD	\$3,428,625	\$3,428,625	FY25 is pending pool funding distribution. State support is requested for the Commonwealth's Virginia Military Survivors' and Dependents' Education Program (VMSDEP). This critically important program has experienced significant growth in recent years and is expected to continue to grow. The FY26 requested amount reflects the estimated full cost of FY24 actual foregone revenue. This amount has not been adjusted for any base or one-time state support resulting from the 2024 Special Session(s) pending final action and allocations by the State Council of Higher Education for Virginia. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.
3	Student Success and Mental Health	Student Success	\$0	\$0	\$498,900	\$498,900	Provides funding to support staffing and resources focused on student success and wrap-around services including expanded counseling, tutoring, Financial Aid support (Federal/Pell focused), internship support, first generation program, and increased student mentors and wages.
4	General Fund share for O&M new facilities and utilities	General Operations Support	\$1,459,700	\$0	\$2,713,500	\$1,253,800	Includes operating funding for the new administration building that opened during FY24, partial year support for the Integrated Science Center Phase 3 (opening January 2026), and partial year support for the new Plant Operations building. Anticipated additional O&M needs impact out years.
5	Captains Peninsula Pathways for VCCS Students	Degree Pathways	\$25,000	\$0	\$311,034	\$286,000	Includes coordination of the Captains Connection program, peer mentors and academic coaching, increased transfer admission staff, as well as scholarships.
6	Technology Enhancement	Technology Infrastructure	\$0	\$0	\$1,954,700	\$1,954,700	As CNU looks to the future, AI resources and an ERP are on the horizon. This supports Information Security, AI, Compliance, and technology enhancement.
7	Strategic Compass Priorities	OTHER (Please specify in description)	\$700,000	\$0	\$1,200,000	\$500,000	Supports Strategic Compass initiatives focused on the four strategic priorities: Advance the Power and Promise of the Liberal Arts, Connect with our Community, Create a Stronger Culture of Inclusion, and Build a Foundation to Thrive (cnu.edu/strategic-compass/)
8	Safety, Security, Compliance	General Operations Support	\$75,000	\$0	\$351,800	\$276,800	Includes support for Title IX investigations, campus violence and threat assessment, risk management, and emergency management.
9	FLSA Rule Changes Support	General Operations Support	\$280,300	\$0	\$475,000	\$285,000	FY26 reflects 60% in line with Commonwealth's share of salary increases. Totals include both July 1, 2024, and January 1, 2025 FLSA rule change increases.
10	Base Operating Support	General Operations Support	\$471,000	\$0	\$1,944,600	\$1,473,600	Increased base operating focused on additional student support staffing, library resources, and resources for student facing and administrative services.
			\$0	\$0	\$0	\$0	
			\$3,611,000	\$0	\$13,392,659	\$10,471,925	