Six-Year Plans (2025): 2026-27 through 2031-32

Due: July 3, 2025

Institution:	**Norfolk State University**
Institution UNITID:	3765

Individual responsible for plan

Name(s) & Title(s):	Dr. Aureila Williams, Interim Provost Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration
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Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2026-28 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 2026-28 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				
	2025-26	2026-27		2027-28	
	Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	$6,228	$6,540	5.0%	$6,868	5.0%
In-State UG Mandatory E&G Fees	$0	$0	%	$0	%
In-State UG Mandatory non-E&G Fees	$4,228	$4,482	6.0%	$4,752	6.0%
In-State UG Total	$10,456	$11,022	5.4%	$11,620	5.4%
Out-of-State UG Tuition	$18,018	$18,920	5.0%	$19,866	5.0%
Out-of-State UG Mandatory E&G Fees	$760	$760	0.0%	$760	0.0%
Out-of-State UG Mandatory non-E&G Fees	$4,228	$4,482	6.0%	$4,752	6.0%
Out-of-State UG Total	$23,006	$24,162	5.0%	$25,378	5.0%

Part 2: Revenue: 2024-25 through 2031-32
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, including any funds administratively transferred into your E&G programs during the fiscal year. The GF amount in each year of 2027-2032 should remain the same as the 2025-26 general fund for E&G. The formulas will automatically hold that constant for the remaining years of 2027 to 2032

Items	2024-2025 (Actual)	2025-2026 (Estimated)		2026-2027 (Planned)		2027-2028 (Planned)	
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg
E&G Programs							
Undergraduate, In-State	$23,788,292	$21,176,088	-11.0%	$23,576,356	11.3%	$24,030,975	1.9%
Undergraduate, Out-of-State	$20,599,464	$21,657,420	5.1%	$23,935,511	10.5%	$28,536,536	19.2%
Graduate, In-State	$2,962,653	$3,123,480	5.4%	$2,413,824	-22.7%	$2,578,457	6.8%
Graduate, Out-of-State	$2,670,912	$2,288,671	-14.3%	$1,017,321	-55.5%	$1,128,643	10.9%
Law, In-State	$0	$0	%	$0	%	$0	%
Law, Out-of-State	$0	$0	%	$0	%	$0	%
Medicine, In-State	$0	$0	%	$0	%	$0	%
Medicine, Out-of-State	$0	$0	%	$0	%	$0	%
Dentistry, In-State	$0	$0	%	$0	%	$0	%
Dentistry, Out-of-State	$0	$0	%	$0	%	$0	%
PharmD, In-State	$0	$0	%	$0	%	$0	%
PharmD, Out-of-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, In-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, Out-of-State	$0	$0	%	$0	%	$0	%
First Professional, In-State (Total)	$0	$0	%	$0	%	$0	%
First Professional, Out-of-State (Total)	$0	$0	%	$0	%	$0	%
Other NGF	$1,777,757	$1,464,895	-17.6%	$1,464,895	0.0%	$1,464,895	0.0%
Total E&G NGF Revenue	$51,799,078	$49,710,554	-4.0%	$52,407,907	5.4%	$57,739,506	10.2%
E&G GF Revenue (assume flat after 2026)	$109,566,559	$94,150,359	-14.1%	$94,150,359	0.0%	$94,150,359	0.0%
Total E&G Revenue	$161,365,637	$143,860,913	-10.8%	$146,558,266	1.9%	$151,889,865	3.6%

	2024-2025 (Actual)	2025-2026 (Estimated)		2026-2027 (Planned)		2027-2028 (Planned)	
Auxiliary Revenue	Total Revenue	Total Revenue	Chg	Total Revenue	Chg	Total Revenue	Chg
In-State undergraduates	$13,695,756	$14,319,179	4.6%	$15,771,262	10.1%	$16,188,638	2.6%
All Other students	$6,987,359	$7,378,494	5.6%	$7,698,283	4.3%	$8,920,454	15.9%
Total non-E&G fee revenue	$20,683,115	$21,697,673	4.9%	$23,469,545	8.2%	$25,109,092	7.0%
Total Auxiliary Revenue	$65,301,340	$70,419,906	7.8%	$73,940,901	5.0%	$77,637,946	5.0%

Part 2: Revenue: 2024-25 through 2031-32
Norfolk State University

Instructions: Provide a pro forma analysis of total tuition revenue in years 2029-2032 by holding T&F constant at the planned 2027-28 rate while incorporating your institution's submitted enrollment projections for each year through 2032. 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.

2028-2029 (Pro Forma)		2029-2030 (Pro Forma)		2030-2031 (Pro Forma)		2031-2032 (Pro Forma)			
Total Calculated Tuition Revenue	**Chg**	**Total Calculated Tuition Revenue**	**Chg**	**Total Calculated Tuition Revenue**	**Chg**	**Total Calculated Tuition Revenue**	**Chg**	**2024-2032 Chg**	**CAGR**
$25,723,606	7.0%	$27,375,829	6.4%	$28,279,935	3.3%	$29,211,165	3.3%	23%	3.0%
$30,493,961	6.9%	$32,478,311	6.5%	$33,585,008	3.4%	$34,724,905	3.4%	69%	7.7%
$2,730,155	5.9%	$2,889,576	5.8%	$2,993,024	3.6%	$3,099,576	3.6%	5%	0.6%
$1,217,267	7.9%	$1,310,550	7.7%	$1,371,038	4.6%	$1,433,341	4.5%	-46%	-8.5%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$1,464,895	0.0%	$1,464,895	0.0%	$1,464,895	0.0%	$1,464,895	0.0%	-18%	-2.7%
$61,629,884	6.7%	$65,519,161	6.3%	$67,693,900	3.3%	$69,933,882	3.3%	35%	4.4%
$94,150,359	0.0%	$94,150,359	0.0%	$94,150,359	0.0%	$94,150,359	0.0%	-14%	-2.1%
$155,780,243	2.6%	$159,669,520	2.5%	$161,844,259	1.4%	$164,084,241	1.4%	2%	0.2%

Part 3: Financial Aid Plan: 2025-26 through 2031-32
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.)

The methodology used for completing this report MUST match the methodology used by the institution's financial aid office for completing the annual financial aid data file and related reports.

"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

***2024-25 (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	$23,788,292	$2,185,667	9.2%	$2,193,349	$423,940	$2,337,110	$26,549,342	18.6%	-$7,682 Compliant
Undergraduate, Out-of-State	$20,599,464	$2,407,374	11.7%	$2,191,555	$2,037,171	$2,374,402	$25,011,037	27.3%	
Graduate, In-State	$2,962,653	$280,107	9.5%	$280,107	$40,000	$518,701	$3,521,354	23.8%	
Graduate, Out-of-State	$2,670,912	$259,719	9.7%	$212,994	$107,734	$597,981	$3,376,627	28.6%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$50,021,321	$5,132,867	10.3%	$4,878,005	$2,608,845	$5,828,194	$58,458,360	23.2%	

2025-26 (Estimate)

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	$21,176,088	$2,185,667	10.3%	$2,185,667	$423,940	$2,337,110	$23,937,138	20.7%	$0 Compliant
Undergraduate, Out-of-State	$21,657,420	$2,407,374	11.1%	$2,407,374	$2,037,171	$2,374,402	$26,068,993	26.2%	
Graduate, In-State	$3,123,480	$280,107	9.0%	$280,107	$40,000	$518,701	$3,682,181	22.8%	
Graduate, Out-of-State	$2,288,671	$259,719	11.3%	$259,719	$107,734	$597,981	$2,994,386	32.2%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$48,245,659	$5,132,867	10.6%	$5,132,867	$2,608,845	$5,828,194	$56,682,698	23.9%	

Allocation of Tuition Revenue Used for Student Financial Aid

2026-27 (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	$23,576,356	$2,185,667	9.3%	$2,185,667	$423,940	$2,337,110	$26,337,406	18.8%	$0 Compliant
Undergraduate, Out-of-State	$23,935,511	$2,407,374	10.1%	$2,407,374	$2,037,171	$2,374,402	$28,347,084	24.1%	
Graduate, In-State	$2,413,824	$280,107	11.6%	$280,107	$40,000	$518,701	$2,972,525	28.2%	
Graduate, Out-of-State	$1,017,321	$259,719	25.5%	$259,719	$107,734	$597,981	$1,723,036	56.0%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$50,943,012	$5,132,867	10.1%	$5,132,867	$2,608,845	$5,828,194	$59,380,051	22.9%	

2027-28 (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	$24,030,975	$2,185,667	9.1%	$2,185,667	$423,940	$2,337,110	$26,792,025	18.5%	$0 Compliant
Undergraduate, Out-of-State	$28,536,536	$2,407,374	8.4%	$2,407,374	$2,037,171	$2,374,402	$32,948,109	20.7%	
Graduate, In-State	$2,578,457	$280,107	10.9%	$280,107	$40,000	$518,701	$3,137,158	26.7%	
Graduate, Out-of-State	$1,128,643	$259,719	23.0%	$259,719	$107,734	$597,981	$1,834,358	52.6%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$56,274,611	$5,132,867	9.1%	$5,132,867	$2,608,845	$5,828,194	$64,711,650	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)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$25,723,606	$2,185,667	8.5%	$2,185,667	$423,940	$2,337,110	$28,484,656	17.4%	$0 Compliant
Undergraduate, Out-of-State	$30,493,961	$2,407,374	7.9%	$2,407,374	$2,037,171	$2,374,402	$34,905,534	19.5%	
Graduate, In-State	$2,730,155	$280,107	10.3%	$280,107	$40,000	$518,701	$3,288,856	25.5%	
Graduate, Out-of-State	$1,217,267	$259,719	21.3%	$259,719	$107,734	$597,981	$1,922,982	50.2%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$60,164,989	$5,132,867	8.5%	$5,132,867	$2,608,845	$5,828,194	$68,602,028	19.8%	

Allocation of Tuition Revenue Used for Student Financial Aid

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	$27,375,829	$2,185,667	8.0%	$2,185,667	$423,940	$2,337,110	$30,136,879	16.4%	$0 Compliant
Undergraduate, Out-of-State	$32,478,311	$2,407,374	7.4%	$2,407,374	$2,037,171	$2,374,402	$36,889,884	18.5%	
Graduate, In-State	$2,889,576	$280,107	9.7%	$280,107	$40,000	$518,701	$3,448,277	24.3%	
Graduate, Out-of-State	$1,310,550	$259,719	19.8%	$259,719	$107,734	$597,981	$2,016,265	47.9%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$64,054,266	$5,132,867	8.0%	$5,132,867	$2,608,845	$5,828,194	$72,491,305	18.7%	

2030-31 (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	$28,279,935	$2,185,667	7.7%	$2,185,667	$423,940	$2,337,110	$31,040,985	15.9%	$0 Compliant
Undergraduate, Out-of-State	$33,585,008	$2,407,374	7.2%	$2,407,374	$2,037,171	$2,374,402	$37,996,581	17.9%	
Graduate, In-State	$2,993,024	$280,107	9.4%	$280,107	$40,000	$518,701	$3,551,725	23.6%	
Graduate, Out-of-State	$1,371,038	$259,719	18.9%	$259,719	$107,734	$597,981	$2,076,753	46.5%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$66,229,005	$5,132,867	7.8%	$5,132,867	$2,608,845	$5,828,194	$74,666,044	18.2%	

2031-32 (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	$29,211,165	$2,185,667	7.5%	$2,185,667	$423,940	$2,337,110	$31,972,215	15.5%	$0 Compliant
Undergraduate, Out-of-State	$34,724,905	$2,407,374	6.9%	$2,407,374	$2,037,171	$2,374,402	$39,136,478	17.4%	
Graduate, In-State	$3,099,576	$280,107	9.0%	$280,107	$40,000	$518,701	$3,658,277	22.9%	
Graduate, Out-of-State	$1,433,341	$259,719	18.1%	$259,719	$107,734	$597,981	$2,139,056	45.1%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$68,468,987	$5,132,867	7.5%	$5,132,867	$2,608,845	$5,828,194	$76,906,026	17.6%	

** 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: 2026-27 through 2031-33
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 Q), including a 2% salary increase and 1% health insurance premium 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, not an annual increase. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2026-28 in this tab aside from the instructed assumptions for salary and health insurance premium increases. A separate tab (Tab 6) is provided for institutions to request additional GF support for 2026-28. 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 collect the estimated E&G expenditures of 2024-25 and 2025-26 as baselines for Tab 5 Pro Forma.

For the 2028-30 bienium and 2030-2032 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.

Funding amounts shall assume an annual 2% salary increase for each year from FY2027 to FY2032 for those employees eligible for the state-supported salary increases in the 2024-2026 biennium. In columns H and L, institutions should use the estimated GF share of these increases provided in the salary and health insurance calculator file. If an institution plans to use its own funds to provide additional salary increases, add lines below the "increased sstate health insurnace cost" and specify salary amount by employee type and associated fringe benefit costs, but do not put any dollar amount in Columns H and L.

Please estimate total E&G expenditures for 2024-25 and 2025-26	
Total Estimated 2024-25 E&G Expenditu	$135,842,286
Total Estimated 2025-26 E&G Expenditu	$147,165,085

2026-2027 (Auto-calculated)	**2027-2028 (Auto-calculated)**
Implied GF share	**Implied GF share**
44.8%	**44.76%**

Incremental amounts relative to 2025-26 estimated baseline

		2026-2027				**2027-2028**				**2028-2029**	**2029-2030**	**2030-2031**	**2031-2032**	**Explanation**
Short Title	**Virginia Strategic Plan Goal(s)**	**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Amount from GF (Salaries & benefits only)**	**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Amount from GF (Salaries & benefits only)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Please be brief; reference specific narrative question for more detail.**
Salary & benefit increases for existing employees														
2% annual state salary increase cost	**Transformative**	$1,604,560	$0	$877,327	$727,233	$3,241,210	$0	$1,772,199	$1,469,011	$4,910,594	$6,613,365	$8,350,193	$10,212,756	
1% annual state health insurance increase cost	**Transformative**	$118,920	$0	$74,763	$44,157	$237,840	$0	$149,524	$88,316	$359,962	$483,305	$607,882	$733,704	
Compensation (Living Wage)	**Transformative**	$0	$0	$0	$0	$758,767	$0	$758,767	$0	$781,530	$804,976	$829,125	$853,999	As shown in D4, Market-driven pressures to attract and retain qualified talent
Compensation (Market/Competitive)	**Transformative**	$0	$0	$0	$0	$765,158	$0	$765,158	$0	$788,113	$811,756	$836,109	$861,192	As shown in D4, Market-driven pressures to attract and retain qualified talent
Inflationary non-personnel cost increases														
Contractual services	**Transformative**	$672,550	$0	$672,550	$0	$1,365,276	$0	$1,365,276	$0	$1,406,234	$1,448,421	$1,491,874	$1,536,630	
Utilities	**Transformative**	$127,600	$0	$127,600	$0	$259,028	$0	$259,028	$0	$266,799	$274,803	$283,047	$291,538	
New Science Building O&M	**Transformative**	$0	$0	$0	$0	$1,100,000	$0	$1,100,000	$0	$1,133,000	$1,166,990	$1,202,000	$1,238,060	O&M cost to operate and maintain the Science Building now being constructed.
[Add lines & descriptions here]		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Financial aid expansion														
Addt'l In-State Student Financial Aid from Tuition Rev		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Addt'l Out-of-State Student Financial Aid from Tuition Rev		$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	

Part 4: ACADEMIC-FINANCIAL PLAN: 2026-27 through 2031-33
Norfolk State University

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation Please be brief; reference specific narrative question for more detail.
Short Title		Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	
New/expanded academic programs														
BA Music	Affordable	$0	$0	$0	$0	$152,295	$152,295	$0	$0	$156,864	$161,570	$166,417	$171,410	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
BS/BA Criminology	Affordable	$162,493	$162,493	$0	$0	$167,368	$167,368	$0	$0	$172,389	$177,561	$182,888	$188,375	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
DSW Social Work	Affordable	$153,723	$153,723	$0	$0	$158,335	$158,335	$0	$0	$163,085	$167,978	$173,017	$178,208	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Cybersecurity	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Game Design and Development	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Cert Documentary Film Studies	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Audio and Video/Visual Engineering	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Homeland Security	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MA Athletic Leadership & Sports Studies	Affordable	$159,580	$159,580	$0	$0	$164,367	$164,367	$0	$0	$169,298	$174,377	$179,608	$184,996	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MS Applied Mathematics and Statistics	Affordable	$159,853	$159,853	$0	$0	$164,649	$164,649	$0	$0	$169,588	$174,676	$179,916	$185,313	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MS Biotechnology	Affordable	$160,776	$160,776	$0	$0	$165,599	$165,599	$0	$0	$170,567	$175,684	$180,955	$186,384	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Clinical Psychology	Affordable	$361,338	$361,338	$0	$0	$372,178	$372,178	$0	$0	$383,343	$394,843	$406,688	$418,889	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Computer Science	Affordable	$384,986	$384,986	$0	$0	$396,536	$396,536	$0	$0	$408,432	$420,685	$433,306	$446,305	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Case Management	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Child Advocacy Studies	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
Grad Cert Forensic Social Work/Interviewing	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MS Biological Sciences	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$160,840	$165,665	$170,635	$175,754	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MS Photonics Engineering	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$179,761	$185,154	$190,709	$196,430	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Biological Sciences	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$316,840	$326,345	$336,135	$346,219	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Healthcare Informatics	Affordable	$0	$0	$0	$0	$178,827	$178,827	$0	$0	$334,827	$344,872	$355,218	$365,875	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Learning and Developmental Sciences	Affordable	$0	$0	$0	$0	$314,821	$314,821	$0	$0	$324,266	$333,994	$344,014	$354,334	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Quantum Science & Engineering	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$335,761	$345,834	$356,209	$366,895	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
PhD Urban Community Resilience	Affordable	$0	$0	$0	$0	$318,493	$318,493	$0	$0	$328,048	$337,889	$348,026	$358,467	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MA Museum Studies	Affordable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$159,864	$164,660	$169,600	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
MS Geographic Information Systems	Affordable	$0	$0	$0	$0	$162,493	$162,493	$0	$0	$167,368	$172,389	$177,561	$182,888	Investigate and develop new degree programs that address high-growth and priority industries in Virginia. Section C-4
[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 academic & student support strategies & initiatives														
Sustaining and Scaling Work-Based Learning Experiences	Transformative	$500,000	$250,000	$250,000	$0	$515,000	$0	$515,000	$0	$530,450	$546,364	$562,755	$579,638	Establish a First-Generation Student Success Center to provide infrastructure and strategic coordination of wrap around services for students. A3
Advancing First-Generation Student Success	Equitable	$900,000	$504,887	$395,113	$0	$1,035,000	$0	$1,035,000	$0	$1,066,050	$1,098,032	$1,130,973	$1,164,902	Support for first-generation and Pell eligible students. Section A3
Expanding Support for Veterans and Military-Affiliated Students	Equitable	$300,000	$0	$300,000	$0	$309,000	$0	$309,000	$0	$318,270	$327,818	$337,653	$347,783	Expand NSU's impact by strengthening military partnerships. Section A3
Institutionalizing Title III Activities	Affordable	$1,887,746	$1,887,746	$0	$0	$1,944,378	$1,944,378	$0	$0	$2,002,709	$2,062,790	$2,124,674	$2,188,414	Project funding is being institutionalized for continuation of activity started with Title III resources. Section K1.
Office of Research Infrastructure	Transformative	$260,856	$260,856	$0	$0	$268,682	$268,682	$0	$0	$276,742	$285,044	$293,595	$302,403	Expand support services that drive commercialization, expand research capacity, and enhanced support for grants, contracts, and innovation. Section H1
Call Me MISTER	Equitable	$380,500	$380,500	$0	$0	$391,915	$391,915	$0	$0	$403,672	$415,782	$428,255	$441,103	National program designed to increase the number of underrespresented male educators. Section C2.
[Add lines & descriptions here]		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	

Other non-academic strategies & initiatives														
Data Governance	**Transformative**	$925,000	$925,000	$0	$0	$952,750	$952,750	$0	$0	$981,333	$1,010,773	$1,041,096	$1,072,329	A new data governance framework to promote data-informed decisions. Section A3
[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	
[Add lines & descriptions here]		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Additional Funding Need		**$9,220,481**	**$5,751,738**	**$2,697,353**	**$771,390**	**$15,859,965**	**$6,273,686**	**$8,028,952**	**$1,557,327**	**$19,166,735**	**$21,569,599**	**$23,865,193**	**$26,300,793**	

Auto Check Match=0 (Must not be greater than incremental Tuit Rev in Part 2). If not match, please provide explanations	
2026-2027	**2027-2028**
$0	$0

Part 5: Six-year Pro Forma Calculations: 2024-25 through 2031-32
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 2024-25 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 FY25-FY32	
Baseline Pro Forma Surplus/Deficit	**2024-2025 (Actual)**	**2025-2026 (Est.)**	**Chg**	**2026-2027 (Est.)**	**Chg**	**2027-2028 (Plan)**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
Total E&G GF Revenue from Tab2, flat after 2027-28	109,566,559	94,150,359	-14%	94,921,749	1%	95,707,686	1%	96,509,618	1%	97,327,041	1%	98,160,262	1%	99,050,322	1%	-10%	-1%
Tuition discount rate	23.2%	23.9%	0.7%	22.9%	-1.1%	21.0%	-1.9%	19.8%	-1.2%	18.7%	-1.1%	18.2%	-0.5%	17.6%	-0.5%	-26%	-4%
Total E&G NGF Revenue	51,799,078	49,710,554	-4%	52,407,907	5%	57,739,506	10%	61,629,884	7%	65,519,161	6%	67,693,900	3%	69,933,882	3%	35%	5%
Incremental E&G NGF Revenue vs. prior yr		(2,088,524)	%	2,697,353	-229%	5,331,599	98%	3,890,378	-27%	3,889,277	0%	2,174,739	-44%	2,239,982	3%	-207%	-30%
Total E&G Revenue	161,365,637	143,860,913	-11%	147,329,656	2%	153,447,192	4%	158,139,502	3%	162,846,202	3%	165,854,162	2%	168,984,205	2%	17%	2%
Implied GF % of E&G	67.9%	65.4%	-2.5%	64.4%	-1.0%	62.4%	-2.1%	61.0%	-1.3%	59.8%	-1.3%	59.2%	-0.6%	58.6%	-0.6%	-10%	-1%
Total E&G Expenditures	135,842,286	147,165,085	8%	150,633,828	2%	156,751,364	4%	160,058,134	2%	162,460,998	2%	164,756,592	1%	167,192,192	1%	23%	3%
Incremental E&G Expenditures vs. 2025-26				9,220,481		15,859,965	72%	19,166,735	21%	21,569,599	13%	23,865,193	11%	26,300,793	10%	185%	26%
Reallocation of existing dollars (flat after 2027-28)				5,751,738		6,273,686	9%	6,273,686		6,273,686		6,273,686		6,273,686	0%	9%	1%
Pro Forma Surplus/Deficit	25,523,351	(3,304,172)	-113%	(3,304,172)	0%	(3,304,172)	**0%**	(1,918,632)	**-42%**	385,204	**-120%**	1,097,570	**185%**	1,792,013	**63%**	**-154%**	-22%
Incremental Surplus/Deficit	25,523,351	(28,827,523)	-213%	-	-100%	-	**%**	**1,385,540**	**%**	**2,303,836**	**66%**	**712,366**	**-69%**	**694,443**	**-3%**	**%**	%

What would a constant GF/NGF ratio at 2025-26 levels imply for T&F and GF increases?																	
	2024-2025 (Actual)	**2025-2026 (Est.)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
GF % of E&G	**67.9%**	**67.9%**	0%	**67.9%**	0%	**67.9%**	0%	**67.9%**	0.0%	**67.9%**	0.0%	**67.9%**	0.0%	**67.9%**	0.0%	0%	0%
Implied incremental T&F increase (%)	-15.8%	18.6%	-218%	0.0%	-100%	0.0%	%	-0.7%	-0.7%	-1.1%	-0.4%	-0.3%	0.8%	-0.3%	0.0%	-102%	-15%
Implied incremental GF Increase (%)	-15.8%	20.8%	-231.4%	0.0%	-100.0%	0.0%	%	-1.0%	-1.0%	-1.6%	-0.6%	-0.5%	1.1%	-0.5%	0.0%	-102.3%	-15%

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

	2024-2025 (Actual)	**2025-2026 (Est.)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**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	67.9%	65.4%	-3.6%	64.4%	-1.6%	62.4%	-3.2%	61.0%	-2.2%	59.8%	-2.1%	59.2%	-1.0%	58.6%	-1.0%	-10.4%	-1%

Part 6: General Fund (GF) Requests in 2026-2028 Biennium
Norfolk State University

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2026-28 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.

Note: If your insititution thinks you cannot afford the nongeneral fund share of a statewide 2% annual salary increase, you can submit a request for GF support with explanations and assumptions in this tab.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation Please be brief; reference specific narrative question for more detail.
			Biennium 2026-2028 (7/1/26-6/30/28)				
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	2026-2027		2027-2028		
			Total Amount	GF Support	Total Amount	GF Support	
1	Compensation (Living Wage)	General Operations Support	$0	$0	$5,000,000	$4,241,233	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!
2	Compensation (Market/Competitive)	General Operations Support	$0	$0	$7,000,000	$6,234,842	A major infusion is needed to bring the NSU employee compensation to the statewide averages. Increased compensation will make NSU a more attactive employer in the Hampton Roads region and will improve cost efficiency by reducing employee turnover. This request includes $2 million towards Campus Safety Initiatives.
3	IT Infrastructure and Innovation	Technology Infrastructure	$5,500,000	$5,500,000	$7,500,000	$7,500,000	NSU is working to both improve it computing infrastucture and to be in a position that allows for better connectivity with the wider world. The current ERP must be replaced; this request will assist in providing the funding needed for the new system. 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	Continue to invest in the mental health, wellness, medical, and other supporting resources	Student Success	$354,000	$354,000	$354,000	$354,000	Students attending NSU need a full compliment of mental health and wellness services available to them.
5	Math Center	Student Success	$500,000	$500,000	$500,000	$500,000	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 pedalogy innovations to improve their preparedness for the courses in which they are enrolled.
6	Spartan Innovation Academy	Education Innovation / Online Learning	$625,000	$625,000	$625,000	$625,000	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.
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$0	$0	$0	$0	
			$6,979,000	$6,979,000	$20,979,000	$19,455,075	

Part 7: E&G Capital Requests in 2026-2028 Biennium
Norfolk State University

Instructions: Indicate E&G capital projects for which you anticipate making a request for state general fund in the 2026-28 biennium to complete a project. Projects should include planning costs and then funding for construction. Describe in the Notes column the justification, alternatives explored, and how the projects align with enrollment growth and facility condition index. If the project has other fund sources, please indicate source.

E&G Capital Projects Requests Biennium 2026-2028 (7/1/26-6/30/28)										
				2026-2027			2027-2028			
Priority Ranking	Capital Project / Building	Category (Select best option from dropdown menu)	Facility Condition Index *(for renovation projects only)* if available	Total Amount	NGF Support	GF Support	Total Amount	NGF Support	GF Support	Notes/Explanation Please be brief; reference specific justification, alternatives and additional fund sources.
1	Construct Living Learning Center and Dining Facility	New Construction		$129,332,812	$0	$129,332,812	$0	$0	$0	The University does not have adequate housing and dining space to support the growing enrollment and demand. There is also a need for modern dining options that accommodate diverse dietary needs.
3	Construct Wellness, Health and Physical Education Center	New Construction		$146,813,968	$0	$146,813,968	$0	$0	$0	The new facility will replace the James D. Gill Health and Physical Education Building, and the Brambleton Center which do not currently fulfill the space or educational needs of the departments they serve. The University is in need of a comprehensive and integrated facility that includes all campus health care in one location, providing easy access for students and designed to be a collaborative high-impact environment to support student learning, student well-being, and student success.
2	Construct New Dining Facility/Replace Scott Dozier	New Construction			$0	$0	$76,387,058	$76,387,058	$0	The new facility will replace the Scott Dozier Dining Hall, which does not currently fulfill the space needs of the University. The student population and expectation continue to grow and evolve. As such, the university is in need of a new facility to support student needs. There is also a need for modern dining options that accommodate diverse dietary needs.
4	Construct Residential Housing Phase II /Replace Rosa & West Cafe	New Construction			$0	$0	$78,597,510	$78,597,510	$0	Rosa Hall and West Cafe are outdated and do not fulfill student housing or dining expectations. The student population on campus continues to rise and with this increase the needs for adequate student housing and dining continues to rise as well. Offering students housing and dining options in line with other local universities is a priority for the University. Safe, high quality, modern facilities are needed to support operations and to meet the service and living environment expectations of a contemporary student.
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$0	$0	$0	$0	
					$0	$276,146,780	$154,984,568	$154,984,568	$0	

Part 8: Degree/Certificate Programs in 2026-2028 Biennium
Norfolk State University

*Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will **require** all new degree programs for the upcoming biennium to be included in the Six-Year Plan table below.*

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	**Program Name**	**Establish/Grow/ Close**	**CIP Code**	**Anticipated Start/End Date**	**Explanation (please describe projected costs/savings from program establishment, growth, or closure)**
CERT	Documentary Film Studies	Establish	50.0607	2026	Growth, projected costs $0
BA	Music	Establish	50.0901	2027	Growth, projected costs $152,295
BA/BS	Criminology	Establish	45.0401	2026	Growth, projected costs $162,493
GRAD CERT	Audio and Video/Visual Engineering	Establish	10.201	2026	Growth, projected costs $0
GRAD CERT	Homeland Security	Establish	43.0301	2026	Growth, projected costs $0
GRAD CERT	Cybersecurity	Establish	11.1003	2026	Growth, projected costs $0
GRAD CERT	Game Design and Development	Establish	11.0204	2026	Growth, projected costs $0
GRAD CERT	Urban Teacher Education	Establish	13.1299	2025	Growth, projected costs $0
GRAD CERT	Forensic Social Work/Interviewing	Establish	44.0701	2027	Growth, projected costs $0
GRAD CERT	Child Advocacy Studies	Establish	44.0702	2027	Growth, projected costs $0
GRAD CERT	Case Management	Establish	44.0701	2027	Growth, projected costs $0
MS	Biotechnology	Establish	26.1201	2026	Growth, projected costs $167,776
MS	Applied Mathematics and Statistics	Establish	27.0503	2026	Growth, projected costs $159,853
MA	Athletic Leadership & Sports Studies	Establish	31.0504	2026	Growth, Projected Costs $159,580
MS	Geographic Information Systems	Establish	45.0702	2028	Growth, projected costs $162493
PHD	Clinical Psychology	Establish	42.2801	2026	Growth, projected costs $361338
PHD	Computer Science	Establish	11.0701	2026	Growth, projected costs $384,986
PHD	Healthcare Informatics	Establish	51.2706	2027	Growth, projected costs $178,827
PHD	Urban Community Resilience	Establish	30.3301	2027	Growth, projected costs $318493
PHD	Learning and Developmental Sciences	Establish	13.0607	2027	Growth, projected costs $314821
DSW	Social Work	Establish	44.0701	2026	Growth, Projected costs $153,723

2025 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: __Norfolk State University______________

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals which are articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

The intent of this process is for each of the commonwealth's higher education institutions to complete a consistent, detailed biennial strategic plan, with an update to that plan in the second year of the biennium. This process should coincide with any planning processes completed by the institution and presented to their board of visitors. It is also expected that the plans rely on the fact packs maintained by SCHEV for key statistics and financial metrics.

Please be comprehensive but <u>as concise as possible</u> with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review session later this summer.

Please save this narrative document with your institution's name added to the file name.

SECTION A: MISSION & PRIORITIES

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. Describe how your institutional strategic plan goals align to your institutions mission. Please share any plans you have to change your mission over the six-year period.

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

NSU affirms its mission through continuous alignment with the **Commonwealth of Virginia's Higher Education Guiding Objectives and Initiatives**, as outlined in the University's **2019–2025 Strategic Plan**. This mission is further operationalized through NSU's **six strategic pillars**, which serve as the foundation of its ongoing institutional advancement:

1. **Student Success and Scholarship** (Student Enrollment, Retention, and Graduation)
2. **Operational Excellence**
3. **Academic Excellence and Research**
4. **Fundraising and Endowment Growth**
5. **External Engagement and Partnership**
6. **Shared Governance**

Planned Mission Expansion (2025–2031)

Over the next six years, **Norfolk State University** will expand its mission to encompass a robust portfolio of **research, innovation, and workforce preparation.** This expansion reflects NSU's intentional evolution toward becoming a **national model for access, excellence, and impact** in public higher education**.**

Key components of this expanded mission include:

- **Developing graduates equipped for research-intensive and executive-level careers,** with the skills and credentials to lead in high-demand industries and advanced academic fields.
- **Producing research and scholarship** that address complex global challenges in areas such as health disparities, cybersecurity, quantum science, education access, and community resilience.
- **Pursuing technology transfer, innovation, and commercialization**, with the goal of achieving prominence as a hub of applied research and economic development.
- **Deepening the university's commitment to a world-class academic and living-learning experience,** supporting students' professional and personal development from matriculation through graduation**.**
- **Strengthening NSU's position as a catalyst for socioeconomic mobility,** particularly for underrepresented and first-generation students, by bridging education with meaningful career pathways and leadership opportunities**.**

This expansion affirms NSU's commitment to academic excellence, public service, and inclusive innovation—ensuring that the university continues to serve as a powerful engine of **opportunity, access, and regional and national progress.**

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? Looking ahead, what are your institution's greatest opportunities for improvement?

Strengths and Distinctiveness

As a Historically Black College and University (HBCU), **Norfolk State University (NSU)** is a richly diverse institution grounded in **access, belonging, human development, and upward mobility.** NSU has evolved from a college to a **comprehensive university** with nationally recognized undergraduate, master's, and doctoral degree programs. The university is classified as a **Research College and University (RCU)** by the Carnegie Foundation, placing it among the **top 12% of U.S. institutions with** established research capacity**.**

At the core of NSU's mission is the delivery of a **world-class education** to students from underrepresented backgrounds—preparing them for the knowledge economy and emphasizing **academic excellence and research.** Graduates of NSU demonstrate a clear **return on investment (ROI)** through strong career placement and continued education.

Key Institutional Strengths

Access, Affordability, and Diversity Impact

- **82% of in-state** and **59% of out-of-state** NSU graduates remain in Virginia—making NSU a **net importer of talent and diversity** into the Commonwealth's economy.
- NSU is committed to maintaining **affordable tuition** and providing robust student support services.

Nationally Recognized Academic Programs

- **Cybersecurity (MS):** Ranked #7 by *Fortune* for Best Online Master's in Cybersecurity, with **94% retention** and **98% graduation** rates**.**
- **Strategic programs** producing graduates with high starting salaries: Nursing (BSN), Social Work (MSW), Teacher Education (M.Ed.).

Student-Centered Excellence

- **Programs designed for academic success and leadership:**
    - Dozoretz National Institute for Mathematics and Applied Science (**DNIMAS)**
    - Future Leaders and Movers in Engineering and Computer Science (**FLAME)**
    - **Undergraduate Research and Mentoring (URM)**
    - **Spartan Campus Employment Program (SCEP)**
    - **TRIO Student Support Services**
    - **Spartan Promise to Persist with Purpose (SP3)**
    - **NSU–EVMS ENRICHe Health Equity Partnership**

- **NSU–William & Mary Business School pipeline**
- **Internships and partnerships** with Supernova Consulting, Wall Street firms, and the Virginia Stage Company

Community Leadership & Cultural Engagement

- **NSU serves as a regional intellectual and cultural hub through:**
  - **Center of Excellence in Minority Health Disparities**
  - **Center for Public Health Initiatives**
  - **NSU Theatre Company** and arts-based community outreach

Research and Faculty Achievement

- **Research hubs and initiatives:**
  - Quantum Science Research Center
  - NSF Coastlines and People (CoPe) Hub
  - Quantum Design Physical Properties Measurement System
  - HBCU CHIPS Network
  - Micron-NSU Nanofabrication Cleanroom facility
- **Nationally recognized faculty:**
  - NPR, C-SPAN contributors
  - **SCHEV Outstanding Faculty Award** recipients
  - Fulbright U.S. Scholar and NSF CAREER Award recipients

Programs for Working Professionals

- Online accelerated programs in:
  - Cyberpsychology, Computer Science, Urban Education, Special Education, Electronics Engineering

Excellence Beyond the Classroom

- **MEAC Championship Athletics**
- **Spartan Legion Marching Band**, featured in the 2023 Tournament of Roses Parade
- High performance in national competitions:
  - Battle of the Brains, Honda Challenge, Swimming Club, TMCF/CBRE Innovation Challenge

Strong Community and Institutional Partnerships

- Key collaborators**:**
  - City of Norfolk, Visit Norfolk, Virginia Stage Company
  - **Pharrell Williams' initiatives** (Elephant in the Room & Mighty Dream Forums)
  - **School Division Partnerships** to enhance teacher pipelines and field experiences
  - **Federal Agencies** to offer Educational Partnership Agreements and MOUs to support faculty engagement and collaboration
  - **Industry Partners** to expand credentialing for students

National Rankings (U.S. News & World Report, 2025)

- #23 – HBCUs
- #25 – Top Public Schools
- #34 – Top Performers on Social Mobility
- #55 – Regional Universities South

Graduation Outcomes Leadership

NSU leads Virginia's public four-year institutions in graduation rates for:

- Underrepresented student populations
- Students from lower-income households
- First-generation college students
- Pell-eligible students

Opportunities for Improvement

NSU is proud of its legacy and impact as an HBCU; however, the institution continues **to operate with fewer resources than peer institutions** despite delivering strong outcomes for Virginia and beyond. To **amplify its impact,** NSU will focus on the following strategic opportunities:

- **Serve a greater number of students** and expand economic impact in the Hampton Roads region and Commonwealth.

- **Continue improving retention and graduation rates,** with a focus on Pell-eligible and underrepresented students.

- **Grow graduates in VEDP high-priority workforce areas,** such as technology, education, health, and business services.

- **Increase experiential learning** through internships, research, and study abroad opportunities.

- **Improve undergraduate application yield rate** through strategic recruitment and brand awareness.
- **Elevate NSU's national academic reputation,** aiming to be recognized as a top-tier teaching-research university.
- **Enhance organizational operations,** governance, and infrastructure in support of academic excellence.
- **Expand research output and innovation,** including commercialization of intellectual property and creative work.
- **Invest in campus facilities** that support student learning, health, and engagement (e.g., residence halls, wellness centers).
- **Implement a first- and second-year live-on-campus requirement** to strengthen student engagement, retention, and academic performance.

This comprehensive summary positions Norfolk State University as **a mission-driven, forward-looking institution—**one that honors its legacy while embracing strategic growth, innovation, and impartiality in higher education.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the statewide strategic plan for higher education, to the strengths and/or opportunities for improvement mentioned above, and will ultimately drive better outcomes for students. If the strategy has a general fund component (operating and/or capital, equipment, renovation) please include the operating request in the "General Fund Request" tab and the capital or equipment request in the "Capital" tab of the excel file.

1. Student Success and Scholarship – NSU's Highest Priority
At the heart of Norfolk State University's mission is a commitment to **transforming lives through high-impact educational experiences**. Student success encompasses timely degree completion, experiential learning, workforce readiness, and student satisfaction within a vibrant academic and student life environment. NSU is dedicated to preparing students for meaningful careers and advanced academic pursuits by pursuing the following goals:

- **Improve retention and graduation rates** using the initiatives outlined in Section C.1 and C.2.
- **Guarantee access to paid internships** for all students to enhance experiential learning, career preparation, and reduce financial stress.
- **Offer international education experiences** to all students, equipping them with the global perspective essential for 21st-century professionals.
- **Engage the reformed General Education Curriculum** to emphasize relevance, access, and engagement, adapting to modern pedagogical standards for 21st-century learners.
- **Develop new academic programs** aligned with high-growth, high-demand industries identified in the Fact Pack over the next six years:
    - *Computer Operations:* Ph.D. in Computer Science
    - *Education:* Ph.D. in Learning and Developmental Sciences
    - *Other Industries:* BA in Music, BA/BA in Criminology
- **Create stackable certificates and micro-credentials** in areas such as Cybersecurity, Urban Teacher Education, Forensic Social Work, Child Advocacy, Gaming Management, AV Engineering, Legal Studies, and TESOL.
- **Launch new graduate and doctoral programs** to meet the needs of the knowledge economy, including:
    - Doctoral programs: Computer Science, Clinical Psychology, Urban Resilience, Learning and Developmental Sciences
    - Master's programs: Applied Math & Statistics, Biotechnology, Photonics, Athletic Leadership & Sports Studies, and Geographic Information Systems
- **Expand online offerings** to meet the needs of traditional and non-traditional students, including the online Doctorate of Social Work (DSW).
- **Support first-generation and Pell-eligible students** with wraparound services to include structured career readiness and work-based learning pipelines that increase institutional retention and graduation outcomes.
- **Expand our impact by strengthening military partnerships**, aligning academic programs, enhancing outreach, and developing a centralized data system to improve support and outcomes for military-connected learners.
- **Strengthen mental health and wellness services** to ensure students can fully engage with academic opportunities.
- **Grow doctoral enrollment from 43 to 120 students** and doctoral graduates from 9 to 20 annually, in support of achieving R2 Carnegie Classification.
- **Recruit and retain full-time faculty** to support growing academic demands and uphold instructional quality.

2. Organizational Excellence
Norfolk State University is committed to delivering an **innovative, efficient, and service-oriented campus experience** that supports both internal and external stakeholders. Organizational excellence focuses on operational strength, modern infrastructure, and a culture of accountability and innovation:

- **Attract and retain highly qualified faculty and staff** by offering competitive compensation packages.
- **Implement enterprise systems** through Workday's HCM, Finance, and Student modules over the next four years to enhance administrative efficiency.
- **Develop a new data governance framework** to better leverage our data assets, promoting data-informed decision making and positively impacting student success outcomes.
- **Join and utilize course-sharing consortia** (e.g., SREB/Academeum) to improve student pathways to on-time degree completion.
- **Ensure modern, inclusive facilities** that support living-learning communities, wellness, and research excellence.
- **Expand capacity for sponsored research** through improved grant administration and operations.
- **Launch an NSU Artificial Intelligence (AI) Initiative** to:
    - Integrate AI into teaching, learning, operations, and student support
    - Train faculty/staff in ethical AI use
    - Offer AI certifications and badges
    - Expand use of AI chatbots and predictive analytics
    - Address AI's impact on marginalized communities and explore equitable applications

3. Fundraising and Endowment Growth
NSU's endowment currently stands at **$121 million**, with a strategic goal of increasing it to **$150 million by 2035**. This growth is essential to sustaining scholarships, academic innovation, and long-term financial resilience. The university will continue to prioritize fundraising, alumni engagement, and institutional advancement to meet this target.

4. External Engagement and Partnerships
NSU actively strengthens its ties with **local, regional, and national partners** to support student success, community impact, and economic development:

- **Collaborate with legislative and governmental bodies** to secure continued operational and capital support.
- **Demonstrate return on investment** through data-driven narratives of student success and institutional performance.
- **Develop public-private partnerships** that expand internship opportunities, technology access, research collaborations, and workforce pipelines.

5. Shared Governance and Professional Development
Norfolk State University embraces a **collaborative governance model** that fosters transparency, fairness, and empowerment among all campus constituencies—administration, faculty, staff, and students:

- **Support faculty and staff development** through regular professional learning opportunities, increasing morale, retention, and institutional knowledge.
- **Prioritize mental health and wellness** to nurture a campus culture of care and well-being.
- **Ensure open, transparent communication** across all levels of the university.
- **Provide platforms for student, staff, and faculty voices** to influence decisions, share feedback, and propose innovative ideas.

This strategic framework positions Norfolk State University to **advance its mission, serve its community, and prepare students to thrive** in a dynamic global economy.

A4. Please explain how your institution has engaged your Board of Visitors and institution leadership in the mandatory review of the Pell Initiative for Virginia.
Pell Initiative for Virginia (PIV) Institutional Review – Progress Update Norfolk State University is currently in the **initial stages of a comprehensive institution-wide review** of the **Pell Initiative for Virginia (PIV)**. This strategic assessment is designed to identify and address barriers that may hinder **Pell-eligible students' access, enrollment, retention, and degree completion**. We are employing a **multi-method data collection process** that includes: • **Stakeholder interviews** • **Campus-wide surveys** • **Policy and student application reviews** • **Analysis of institutional data and student engagement metrics**, including the **National Survey of Student Engagement (NSSE)** This **systematic and inclusive approach** ensures that data is gathered from diverse perspectives across the university community, enabling a well-rounded understanding of student experiences and institutional practices. Upon completion of data collection in **Summer 2025**, the PIV team will synthesize findings and begin developing recommendations. These initial findings will be reviewed by **cabinet-level leadership** to gather feedback and identify implementation pathways within relevant divisions. Our **final report**—including evidence-based strategies for improving access and support for Pell-eligible students—will be presented to **institutional leadership, including the President and the Board of Visitors, in October 2025**. This timeline allows for a **thorough and credible analysis**, ensuring that future decisions are rooted in strong data and aligned with the university's mission to advance equality, student success, and institutional excellence.

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Further, describe your 2023 enrollment projections and explain why those projections have (or have not) resulted as projected. Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant. When responding to this question please consider data under the "Enrollment" section of your institution's fact pack [(linked here).]()

Enrollment Growth and Retention Success at Norfolk State University
Norfolk State University (NSU) has experienced **sustained, positive enrollment growth** over the past several years, exceeding institutional projections and state benchmarks.

- **Fall 2023 Enrollment Projection:** 5,800
- **Actual Fall 2023 Enrollment:** 6,045
- **Actual Fall 2024 Enrollment:** 6,053

This upward trend reflects not only increased demand but also NSU's strategic investments in affordability, student support, outreach, and institutional visibility.

Key Drivers of Enrollment Growth
1. Virginia College Affordability Network (VCAN)
The **VCAN program** continues to play a vital role in enrollment success, particularly by targeting **Pell-eligible students within the Hampton Roads region**. This initiative lowers financial barriers and has consistently shown **strong retention outcomes** across cohorts.
2. Institutional Visibility and Partnerships
NSU has benefited from **increased national and regional recognition** due to academic excellence, presidential engagement, strategic partnerships, and community outreach. High-profile initiatives include:

- **Cybersecurity Program Recognition**
- **Joint School of Public Health with Old Dominion University (ODU)**
- **Strategic Partnership with Apple**
- **National visibility through the Rose Bowl Parade**
- **Expanded transfer articulation agreements with Tidewater Community College**
- **Ongoing University Fundraising Campaigns**

These initiatives have enhanced NSU's reputation and attracted a broader, more diverse applicant pool.
3. Strategic Marketing and Recruitment Platforms
NSU has adopted an aggressive and modern marketing approach by utilizing **third-party platforms and customer relationship management (CRM) tools** to better communicate with and convert prospective students. These include:

- **Enrollment Fuel**
- **SLATE CRM**
- **College Board**
- **Common Application**
- **Common Black College Application**
- **Niche**

This comprehensive platform integration has **improved admissions processing, applicant communications, and financial aid packaging**, resulting in increased yield and stronger applicant engagement.

Retention Initiatives Supporting Student Success
NSU's continued enrollment success is bolstered by **robust retention programs** focused on academic resilience, financial support, and career development. Key initiatives include:
1. Student Support Services (TRiO)
TRiO provides **holistic academic, financial, and personal support** to first-generation and low-income students.

- **AY 2024 Highlights:**
  - Over **85% of TRiO participants remained in good academic standing**
  - **15% increase in fall-to-spring retention** compared to the previous year

2. Spartan Promise to Persist With Purpose (SP^3)

SP³ is a **student-centered, work-based learning initiative** designed to enhance self-efficacy and career readiness.

- Students participate in a **seven-week summer curriculum** featuring expert-led instruction and high-impact engagement focused on academic, professional, and personal development.

3. Spartan Campus Employment Program (SCEP)

SCEP provides **on-campus employment opportunities** for students who need to work while enrolled.

- Emphasizes **student-centered, success-focused employment**
- Encourages development of **NACE (National Association of Colleges and Employers) competencies**
- Students complete **meaningful, skill-building projects** aligned with their academic and career goals

The combination of **affordability initiatives**, **strategic recruitment and branding**, and **targeted student support programs** has positioned NSU for continued enrollment growth and improved student outcomes. These efforts align with the university's mission to provide access to a high-quality, affordable education and to ensure that students persist, thrive, and graduate ready to contribute to Virginia's economy and beyond.

B2. Please summarize your institutions enrollment management strategy to align with recent demographic and enrollment trends. Consider online education enrollment in your response. What is the level of confidence in your 2025 enrollment projections, considering potential risks and unknowns such as economic factors, shifting student preferences, and regional demographic changes? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.

Strategic Enrollment and Retention Initiatives
Norfolk State University continues to advance a coordinated, cross-campus effort to **increase overall enrollment and retention rates by 1.5% to 2% annually**. This institutional goal is supported by strategic planning, data-driven decision-making, and collaborative initiatives across Academic Affairs, Enrollment Management, and Student Affairs, as noted in section B1.

Strategic Approach
1. Targeted Recruitment Initiatives

- **Aggressive In-State Recruitment:** With an emphasis on prospective students in the **Hampton Roads region**, NSU has intensified its outreach through community partnerships, high school visits, and digital marketing.
- **Out-of-State Expansion:** Efforts have also increased in neighboring mid-Atlantic states to attract students from diverse geographic and demographic backgrounds.
- **Third-Party Marketing Support:** NSU contracts with **Enrollment Fuel**—a third-party recruitment firm—and will continue leveraging similar services to enhance visibility, brand awareness, and applicant conversion rates.

2. Orientation and First-Year Success

- A student's introduction to campus life is vital to long-term retention. The **Enrollment Management team**, in collaboration with **Student Affairs** and **Academic Affairs**, delivers a comprehensive orientation experience, emphasizing:
    - Academic engagement opportunities
    - Campus resources and support services
    - Financial literacy and student success programming

3. Comprehensive Retention Efforts
Multiple university initiatives provide academic, financial, and career support throughout the student lifecycle, including:

- **Student Support Services (TRIO)**
- **Spartan Promise to Persist with Purpose (SP³)**
- **Spartan Campus Employment Program (SCEP)**
- **Virginia College Affordability Network (VCAN)**

VCAN Program Outcomes
Launched in 2021, the **VCAN Program** provides financial aid to **Pell-eligible, in-state students residing within a 45-mile radius of campus**. The program has demonstrated strong outcomes in increasing retention and persistence.

Table 1: VCAN Retention by Cohort
(Reported to SCHEV during previous Six-Year Plan period)

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%**

Table 2 VCAN Retention & Academic Performance (as of FY25)

Cohorts	Originally accepted into the program	Currently enrolled during FY25	% Retained	Average GPA	Lowest GPA	Highest GPA
1-Seniors (2025)	200	101	50 %	3.14	2.06	3.99
2-Juniors (2026)	182	126	69%	3.14	2.03	3.96
3-Sophomores (2027)	230	229	99%	3.00	1.90	4.00
4- Freshman (2028)	208	255	122%	**	**	**
TOTAL	**820**	**711**	**86.7%**	**3.093**	**1.99**	**3.98**

*Note: The increase in freshmen enrollment is due to **spring admits** being counted retroactively within the fall cohort.*

VCAN Graduation Outlook
By the end of Spring 2025, **94 students** from VCAN Cohort 1 will have graduated, representing **49% of the original cohort** completing their degree within **3.5–4 years**.

Table 3: VCAN Graduates by Term (Cohort 1)

Term	Graduates
Fall 2024	7
Spring 2025	87
Summer 2025*	4 (projected)
Fall 2025*	2 (projected)
Spring 2026*	1 (projected)

Projections based on currently enrolled students' anticipated graduation plans.

NSU will continue in its effort to promote the VCAN program, services, and initiatives as a means of increasing retention and graduation efforts.

Ongoing Monitoring and Strategic Alignment
The **Office of Institutional Effectiveness and Planning** continuously evaluates enrollment trends to inform the university's long-term enrollment goals. This includes aligning projections from **FY 2023 through FY 2029** with SCHEV-reported targets and NSU's **Six-Year Institutional Plan**.

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	2023	2024	2025	2026	2027	2028	2029
Undergraduate	5561	5578	5628	5678	5728	5778	5828
Graduate	484	475	475	475	475	475	475
Total	6045	6053	6103	6153	6203	6253	6303

Undergraduate Graduate Total

B3. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).
Enrollment Management Challenges and Funding Considerations Norfolk State University recognizes that maintaining and growing student enrollment requires continued investment in infrastructure, technology, and financial support systems. While progress has been made, several ongoing challenges must be addressed to sustain momentum and meet future enrollment goals: • **Cost of Recruitment Platforms and Marketing Tools:** The use of advanced marketing strategies, customer relationship management (CRM) systems, and digital platforms is essential to modern student recruitment. However, these tools come at a **significant cost**. Despite their expense, such systems are **critical to the success** of NSU's recruitment and enrollment operations. • **Limitations of VCAN Funding:** The **Virginia College Affordability Network (VCAN)** provides important financial aid support to **Pell-eligible students residing within a 45-mile radius** of NSU. While VCAN has been instrumental in supporting local access and affordability, it **does not address the financial needs of non-VCAN students**, including those from outside the radius or those who narrowly miss eligibility criteria. • **Potential Federal Financial Aid Reductions:** Any reductions in federal student aid programs—such as **cuts to Pell Grants**, **elimination of SEOG (Supplemental Educational Opportunity Grant)**, or **restrictions on federal student loans and work-study programs**—pose a significant risk to NSU's enrollment. Like many institutions serving a high percentage of low-income and first-generation students, NSU would need to seek **increased state support and alternative funding sources** to help students bridge the financial gap and continue their education.

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree or credential in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify by when and how you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030). Also include information on recent changes in completion outcomes. When responding please reference the "Completion" section of your institution's fact pack data (linked here).

Graduation and Retention Strategy
Norfolk State University (NSU) has implemented targeted strategies to improve graduation and retention rates, ensuring students persist and graduate in a timely manner. While **Chart A** in the *Completion Outcomes* section of the Fact Pack shows a **slight dip in the 2023 graduation rate**, this trend is contextualized by the lingering effects of the **COVID-19 pandemic**, which disrupted academic progress nationally. Nonetheless, NSU achieved a **3-point increase in overall retention**, and **Chart D** highlights a **2-point increase in FTIC freshman retention**, demonstrating resilience and institutional progress.

Strategic Goals and Targets
NSU has set the following institutional goals to drive improvement through 2030:

- **Increase the six-year graduation rate to 44%** by 2030.
- **Close gender gaps in completion** by improving the six-year graduation rate for **male students from a 4-year average of 33% to 40% by 2028**.
- **Elevate Pell-eligible student outcomes**, with a goal of **achieving a 40% six-year graduation rate for Pell recipients by 2030**.
- **Strengthen STEM outcomes** by:
    - Increasing the six-year graduation rate for STEM students from **40% to 45%** by 2030.
    - Raising first-year to second-year **STEM student retention** from **72% to 75%** by 2030.

Targeted Strategies to Achieve These Goals

- **Focused Male Student Success Initiatives:** With a **2:1 female-to-male student ratio**, NSU has made **male student success a top priority**. Through the **Student Success Center**, advisors identify male students within their **first year who show early academic struggles**. Interventions include academic coaching, mentoring, and coordinated support services.
- **Enhanced Support for Pell-Eligible Students:**
    - Approximately **70% of NSU's student body** qualifies as Pell-eligible.
    - NSU leverages **VCAN (Virginia College Affordability Network)** funding to support **in-state Pell students**, addressing financial barriers that hinder persistence and completion.
    - **Faculty- and staff-led wraparound services** supplement financial aid to ensure holistic student support.
- **Data-Informed Completion Targets:** NSU's goals are set with clear attention to external factors—including pandemic impacts—and student demographics. Recent **UNCF research** underscores the urgency of this work, noting that it takes **up to 10 years for Pell-eligible students to achieve income parity** with their non-first-generation peers. NSU aims to reduce this long-term gap through timely graduation and career-readiness programming.
- **Legislative Alignment in STEM:** NSU is legislatively mandated to contribute to the STEM workforce. To meet this obligation, the university is:
    - Expanding **academic supports for STEM majors**
    - Enhancing STEM-focused **learning communities, tutoring, and mentoring**
    - Partnering with **industry and research entities** to provide experiential learning and career pathways

NSU's commitment to student success is demonstrated through clearly defined goals, strategic investments in academic support, and a data-driven approach to addressing gaps. These efforts, grounded in research and responsive to student needs, position the university to improve graduation outcomes while remaining true to its mission of educational access and excellence.

C2. Please describe efforts at your institution to ensure all students are graduating in a timely manner. Reference data from the "Program Alignment and Performance" section of your fact pack (linked here).

Student Success, Retention, and Completion Initiatives

Recent data from NSU's *Fact Book* illustrates encouraging trends in student retention and financial outcomes:

- **First-time, full-time freshman (FTIC) retention rates** have increased **to 74% and 73%** (Charts A and D).
- **Student debt levels** are decreasing relative to **future earning potential** (Chart D).

These improvements reflect NSU's strategic investment in **comprehensive, wrap-around support services** designed to promote persistence, reduce time-to-degree, and close gaps in educational attainment.

Key Student Success and Retention Initiatives

- **Summer Retention and Graduation Initiative:** Targets upper-division students needing final coursework for on-time or near-term graduation by offering **summer course funding** and advising support**.**
- **Expanded Academic Advising:** Expansion of **Student Success Coaches** to provide targeted support for vulnerable student populations, particularly those on **Satisfactory Academic Progress (SAP).**
- **Academic Recovery Plan:** Designed for **first- and second-year students** on academic warning or probation to help them re-engage early with structured plans for academic improvement**.**
- **Learning Communities Expansion:** Increased offerings of themed learning communities to build peer support and engagement**.**
- **Undergraduate Research and Mentorship (URM) Program:** Since its launch in 2021**, 64%** of participants have been **retained, graduated, or entered graduate programs** aligned with their fields of study**.**
- **Spartan Pathfinders & Pell Initiative of Virginia (PIV)**: Initiatives designed to reduce **summer melt**, strengthen engagement, and provide sustained support for Pell-eligible students.
- **Spartan Industry Collaboration and Alliances (SPICA):** Connects students with **experiential learning** including internships, community-based research, and

workforce-aligned projects. SPICA also includes **structured advisory boards** with industry and faculty input to ensure relevance and impact.

- **Bridge and Mentoring Programs:**
  - **Summer bridge programs**
  - **Embedded tutoring** across departments
  - Enhanced mentoring through data-driven platforms
- **Improved Advising Systems:** Focused on enhancing the **advisor-advisee relationship,** creating structured intervention models, and implementing tools for tracking tutorial support.
- **Financial Literacy and Awareness Programming:** To better prepare students for managing their **financial commitments** related to higher education**.**
- **Faculty Development:** Through a grant from the **Thurgood Marshall College Fund (TMCF)** in partnership with **ACUE,** NSU will enhance **faculty training for online instruction,** improving student engagement in virtual environments**.**

New Strategic Initiatives in Development

- **Math Center Establishment:** Designed to address math as a critical **barrier to student progress,** the Math Center will support quantitative reasoning skill development and reduce course repetition rates. This initiative aims to improve **student confidence, classroom success, and timely degree completion.**

School of Education: Focused Student Support

The School of Education will deploy a range of targeted strategies to improve teacher preparation outcomes and retention:

- **Enhanced Licensure Support:** Tutorial services, **exam vouchers,** professional development, and **mentor engagement** for teacher preparation candidates**.**
- **"Call Me MISTER" Initiative:** Launching in AY 2026–2027, this national program will support **Black and other underrepresented male education majors.** The goal is to enroll **5–6 candidates per year,** preparing them for impactful teaching careers**.**
- **Teacher Prep Grants:** Used to support **Pell-eligible students** with tutoring and enrichment experiences in education fields.
- **Spartans Teach Program:** Engages STEM majors (Biology, Chemistry, Math) with the teacher pipeline through **mentorship, licensure support, and practical training.**
- **Use of Strategic Data:** Data will inform departmental planning to align with the NSU Strategic Plan and School of Education Strategic Plan.
- **Partnerships with School Divisions:** To strengthen **curriculum development, field experiences,** and real-world training opportunities**.**
- **Utilization of the Student Success Center:** Provides advising and academic support tailored to education majors.

Student Development and Self-Awareness

NSU plans to integrate **self-assessment tools** (e.g., Ntrinsx, True Colors) into student orientation programs. These tools will:

- Promote **self-awareness** and **resilience**
- Help students understand how their behavior and identity influence academic and social engagement
- Provide data to inform targeted programming and support

School of Business: Targeted Tutoring and Advising Expansion

The **Center for Advising and Tutoring Services** continues to play a critical role in student retention in the School of Business. Notably:

- There is a **22.9 percentage point gap** between six-year graduation rates for Accountancy (32.7%) and General Business (55.6%) majors (Fall 2018 cohort).
- Increased funding for **targeted tutoring services**—particularly for Accountancy majors—aims to close this gap and improve overall program outcomes**.**

Faculty Expansion to Support Enrollment Growth
According to a **faculty staffing analysis conducted by The Abura Group,** NSU requires:

- **At least 31 new full-time faculty** positions to meet current instructional demands
- **An additional 7** faculty lines to offset administrative and service responsibilities
- A total of **40 new full-time faculty** positions to adequately support projected enrollment increases.

Overreliance on adjunct faculty undermines educational quality and places excessive burden on full-time faculty. Addressing this shortfall is essential to improving **instruction, research, and faculty work-life balance.**

Impact and Results
NSU's student success strategy is already yielding **measurable outcomes:**

- **Freshman-to-sophomore retention** increased from **66% (2020)** to **72% (2023)**
- **Six-year graduation rate** rose from **37% (Fall 2015 cohort)** to **40% (Fall 2016 cohort)**
- **Twenty-nine new full-time tenure-track faculty contracted to begin Fall 2025.**

These gains reflect NSU's deep commitment to student success, equitable access, and timely degree completion for all students.

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C3. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What does the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program. When responding please reference the "Post Completion" section of your institution's fact pack data (linked here).

Post-Completion Data Collection and Graduate Outcomes
Norfolk State University is committed to tracking the success of its graduates and using that data to improve academic programs, align with workforce demands, and inform continuous improvement efforts across its colleges and schools. Each academic unit employs strategies to collect post-completion data, support graduate success, and meet reporting requirements for accreditors and stakeholders.

School of Education
The **School of Education (SOE)** collects post-completion data in alignment with the requirements of the **Council for the Accreditation of Educator Preparation (CAEP)**. Key data includes:

- **Completer Satisfaction**
- **Employer Satisfaction**

These data points are collected via **surveys and focus groups**, with ongoing efforts to enhance response rates and data quality. The **Virginia Department of Education (VDOE)** has begun supporting statewide data collection efforts for all program completers, further strengthening NSU's ability to track graduate outcomes.
Each **fall semester**, the SOE reaches out to program completers to:

- Encourage participation in **Homecoming activities**
- Collect updates on employment or graduate school enrollment

Findings are regularly shared with internal and external stakeholders through the **Weekly SOE Bulletin**.

School of Business
The **School of Business** has implemented a multi-pronged approach to collecting graduate outcomes data:

1. **Senior Survey (Electronic – Google Form):** Administered prior to graduation to capture students' intended career or educational paths.
2. **Alumni Tracking via Social Media:** Used to monitor employment and graduate school outcomes post-completion.
3. **Event-Based Surveys:** Post-graduation surveys distributed during university events such as **Homecoming**.

Current data indicates that **most graduates are employed**, though relatively **few students report having completed internships** prior to graduation—highlighting an opportunity to expand experiential learning opportunities.

Robert C. Nusbaum Honors College (RCNHC)
The **RCNHC** prepares students for success beyond graduation through robust **experiential learning** and **career development support**. Working in collaboration with:

- **Career Services**
- **Office of Academic Engagement** (especially through **Thurgood Marshall College Fund - TMCF**)
- **External industry partners**

The college ensures that **every honors scholar seeking an internship** has access to at least one meaningful experience, in partnership with academic departments and industry contacts across a wide array of fields.
Post-completion data is gathered through **graduate surveys**, with recent outcomes from the **Class of 2025** showing:

- **50%** pursuing graduate education (some full-time, others while working)

- **50%** employed in Virginia and throughout the U.S.

Other Academic Units (CSET, SSW, COLA)
Post-completion data collection practices for the **College of Science, Engineering and Technology (CSET)**, **School of Social Work (SSW)**, and the **College of Liberal Arts (COLA)** are similar. However, they are being evaluated and expanded. Future efforts aim to align these units with best practices demonstrated by the SOE, School of Business, and RCNHC. This includes implementing standardized survey tools, enhancing alumni engagement strategies, and partnering with Career Services to support data collection and reporting.

C4. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships, work-based learning) during their time at your institution? How will you draw on successes/challenges from prior initiatives? Please describe how you intend to use existing/provided resources to execute the strategies.

Strategic Initiatives for Academic and Workforce Alignment

Norfolk State University is committed to enhancing the quality of its academic programs and increasing students' career readiness through innovative partnerships, curricular reform, and targeted professional development. The following initiatives have been developed to strengthen workforce alignment, support faculty development, and improve student outcomes:

1. Industry Partnerships and Experiential Learning

- **Establish industry partnerships** to provide internships for students and faculty exchange opportunities. These collaborations will allow students to earn digital badges in high-skill areas that demonstrate their workforce readiness.
- **Enhance the School of Business curriculum** by requiring students to enroll in **BUS-300 (Internship)** by their junior year. The School of Business Outreach Program will continue to leverage corporate partnerships and advisory board memberships to secure internship placements.
- **Develop a faculty-industry partnership** through the **Honors College** to align curricula with current and emerging industry needs. Faculty will have opportunities to shadow industry professionals, bringing real-world insight back into the classroom and ensuring students are prepared for employment upon graduation.

2. Curricular and Pedagogical Innovation

- **Revise degree plans** to introduce **major-specific coursework earlier** in students' academic pathways, increasing engagement and relevance from the outset of their academic journey.
- **Implement the reformed General Education Curriculum** to equip students with foundational skills critical for both academic success and post-graduation achievement.
- **Establish micro-credentialing programs** that offer students early exposure to industry-relevant skills and competencies. These stackable credentials will be embedded within existing academic programs.
- **Investigate and develop new degree programs,** as appropriate, that address high-growth and priority industries in Virginia:
  - BA/BS in Criminology, BA in Music
  - MS in Biotechnology, MS in Applied Mathematics and Statistics, MS in Athletic Leadership & Sports Studies, MS in Geographic Information Systems,
  - PhD in Clinical Psychology, PhD in Computer Science, PhD in Urban Community Resilience, PhD in Learning and Developmental Sciences, Doctor of Social Work

3. Artificial Intelligence (AI) Integration

- **Provide professional development for faculty** on the **ethical and effective use of AI and large language models (LLMs)** to enhance pedagogy and classroom engagement.

- **Expand AI applications** in student academic and support services, including:
  - AI-assisted **tutoring** and **literacy support** in the Writing Center
  - AI-powered **chatbots** to provide real-time assistance during peak advising, registration, and off-hour periods
  - AI-driven tools in **career exploration and coaching**, delivering personalized support and guidance to students

4. Graduate Education Enhancements

- **Develop a graduate assistantship framework** that includes:
  - Minimum funding levels for graduate assistants
  - Structured training programs for assistantship roles
  - Mentorship initiatives to promote timely degree completion for both master's and doctoral students

5. Interdisciplinary Collaboration in Behavioral Health

- **Establish the Center for Behavioral Health and Education** in collaboration with:
  - Ph.D. in Clinical Psychology (College of Liberal Arts)
  - Master of Social Work (School of Social Work)
  - Mental Health and Professional School Counseling Programs (School of Education)
  - Public Health Program (College of Science, Engineering, and Technology)

This center will provide hands-on training opportunities for graduate students while delivering critical behavioral health services—including assessment, therapy, and outreach—to the Norfolk community.

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WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C5. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment? When responding please reference the "Workforce Alignment" section of your institution's fact pack data (linked here).

Workforce Alignment and Industry Partnerships
As illustrated in **Chart A** of the *Workforce Alignment* section of the Fact Pack, **74% of NSU's in-state graduates remain in Virginia**, exceeding the **70% average** among public four-year institutions in the Commonwealth. This demonstrates NSU's outsized impact relative to its size and highlights its essential role in supplying talent across key industries within Virginia.
NSU is strategically aligned to support workforce needs in the following **high-demand sectors**:

- **Business**
- **Computer Operations**
- **Healthcare**
- **Education**
- **Counseling and Social Work**
- **Skilled Trades**

Business
Graduates of NSU's **School of Business** contribute significantly to employment in **Virginia Economic Development Partnership (VEDP)** designated high-priority industries. According to **Chart C**, nearly **10% of NSU graduates** are employed in sectors such as **Business Services, Financial Services, Food & Beverage**, and **Transportation & Logistics**.
Between 2018 and 2022, School of Business graduates may have accounted for up to **86% (32.2% out of 37.6%)** of NSU's total contributions to VEDP-aligned high-priority tradable industries.
NSU's **new partnership with Boyd Gaming**, the operator of the Norfolk Casino, is expected to enhance this pipeline by offering **internships and experiential learning opportunities**. These high-impact practices improve both **student persistence and degree completion**, while preparing graduates for leadership roles in a rapidly evolving business environment.

Computer Operations, Skilled Trades, and Engineering
NSU offers a range of programs that align with Virginia's technology and infrastructure needs, including:

- **Computer Science**
- **Cybersecurity**
- **Electrical Engineering**
- **Engineering Technology**, including **Construction Management** and **Architectural Drafting**

These programs support workforce development in computer operations and skilled trades, helping to fill gaps in fast-growing sectors.

Healthcare
Per **Chart B**, **hospitals and ambulatory health care services** represent some of the fastest-growing industries in Virginia. NSU enrolls over **500 students annually** in its **pre-Nursing program**, demonstrating strong student interest in healthcare careers.
However, due to **accreditation-required student-to-faculty ratios**, the **Bachelor of Science in Nursing (BSN)** program currently admits only **20 students per year**. This limitation severely restricts NSU's ability to address the **nursing shortage** in the state and beyond. **Hiring additional nursing faculty** is critical to expanding program capacity and meeting both student demand and industry need.
NSU also offers robust programs in:

- **Health Informatics**
- **Healthcare Administration**
- **Public Health**

Education, Counseling, and Social Work
NSU's commitment to producing highly qualified professionals in education and human services is evident in its:

- **Teacher Preparation Programs**
- **Counseling Programs**
- **Social Work degrees**, including **BSW**, **MSW**, and the new **online Doctor of Social Work (DSW)**

The **online MSW program** has experienced a **150% increase in enrollment** over the past three years, responding to demand for flexible graduate education. The DSW program is projected to enroll **at least 30 students by 2029**, with **at least 10 graduates expected by fall 2028**.
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C6. Explain any additional initiatives or partnerships the institution is currently involved in to improve workforce alignment of academic programs.
Strategic Partnerships and Innovative Academic Initiatives Norfolk State University (NSU) continues to strengthen academic offerings and expand student opportunities through strategic partnerships with leading institutions and industry partners. These collaborations enhance workforce readiness, increase graduate pathways, and expand experiential learning across disciplines. • **IBM Skills Integration:** The College of Science, Engineering, and Technology has integrated **IBM Skill Badges** into general education seminar courses through a partnership with IBM. This initiative provides students with industry-recognized credentials that support career readiness in technology and data-driven fields. • **Medical Training Partnership with University of Minnesota:** In collaboration with the **Department of Surgery at the University of Minnesota**, NSU participates in the **MSTEPP (Minnesota Surgical Training in Excellence, Posters, & Presentations)** program. This immersive experience provides medical and surgical training, along with scholarship support for NSU students pursuing healthcare careers. • **Graduate Pathways with William & Mary:** The NSU School of Business has established a formal partnership with the **School of Business at William & Mary**. NSU graduates with a **GPA of 3.0 or higher** are eligible to enroll in W&M's **Master's programs in Accountancy and Data Analytics**, supporting seamless transition into advanced studies and career advancement. • **Gaming Management Certificate with Boyd Gaming:** NSU has partnered with **Boyd Gaming**, operator of the Norfolk Casino, to develop a **certificate program in Gaming Management**. This program, housed within the School of Business, prepares students for career opportunities in the rapidly expanding gaming and hospitality industry. • **PwC Data Analytics Workshops:** Through an annual **$10,000 grant** from **PricewaterhouseCoopers (PwC)**, NSU's School of Business provides hands-on workshops in **data analytics**. These workshops are led by NSU faculty and equip

students with critical analytical and decision-making skills in demand across industries.

- **Teacher Residency Program – School of Education:** In partnership with **Portsmouth Public Schools**, the School of Education is launching a **pilot teacher residency program** beginning in **academic year 2025–2026**. Supported by a **Cargill grant subaward**, the program allows teacher candidates to serve as instructional assistants while completing coursework and practicum requirements. This yearlong, paid residency model provides real-world classroom experience and creates a direct pipeline into full-time teaching roles upon graduation.
- **VAST: Virginia Alliance for Semiconductor Technology:** NSU is a founding member of **VAST**, a consortium of five Virginia universities (Norfolk State University, George Mason University, University of Virginia, Virginia Commonwealth University, and Virginia Tech). VAST offers:
    - Over **35,000 square feet** of shared semiconductor fabrication facilities.
    - Support for more than **150 faculty research groups** and **600 student trainees**.
    - A **Fast Track to Semiconductor Careers** certificate program aimed at **upskilling 300 veterans and adult learners annually**, helping address critical workforce needs in the semiconductor industry.
- **Northrop Grumman Agreement:** Northrop Grumman will help advance NSU's M.S. in Electronics Engineering degree program by providing counsel toward developing a new concertation and selecting course materials.

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc. When responding please reference the "Financial Effectiveness & Sustainability: Affordability" and "Financial Health" section of your institution's fact pack data (linked here).

Affordability, Enrollment Growth, and Financial Viability

- **Commitment to Affordability and Access:** NSU continues to support both current and future enrollment growth by maintaining **affordable tuition rates** for in-state and out-of-state students, while delivering a **high-quality education** led by dedicated and qualified faculty and staff. NSU's **in-state tuition is among the lowest** in the Commonwealth—a position made possible through **continued financial support from the Commonwealth's affordability initiatives**.
- **Improved Affordability Relative to Household Income:** According to data from the University's "Fact Pack," the **cost of attendance (COA) as a proportion of household income** has steadily improved. In **2023–24, COA accounted for 30% of household income**, down from **33% in 2013–14** and a peak of **37% during 2015–16 through 2017–18**. This trend reflects progress in keeping education accessible to students from lower-income backgrounds.
- **Time-to-Degree Support:** To promote timely graduation, NSU offers students the ability to take up to **18 credit hours per semester at no additional charge**, helping reduce time-to-degree and overall cost.
- **Scholarship Resources:** NSU recently implemented **Scholarship Universe**, a scholarship-matching platform that provides students access to **thousands of scholarship opportunities**. The platform enhances awareness and access to external and institutional funding sources.
- **Financial Aid Leveraging Model:** The University is currently developing a **Financial Aid Leveraging Model** to more effectively allocate aid and ensure that all students receive adequate financial support. This model will inform data-driven decision-making that aligns with NSU's enrollment and retention goals.
- **Reducing Student Debt:** NSU remains focused on **lowering average student debt**, as evidenced by the declining percentage of student borrowers. Further strategies—such as expanding institutional aid, increasing scholarship availability, and improving financial literacy outreach—are being implemented to reduce **debt per student**. Continued analysis of borrower data will help refine these efforts.
- **Financial Health and Fundraising:** A review of the **"Financial Health" section** of the Fact Pack underscores the role of University Component Units in strengthening NSU's financial viability. Recent **success in fundraising** is expected to further bolster the University's long-term financial stability and expand its capacity to invest in student success.

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/ waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation? Further describe your institution's discounting by type and if this is sustainable in future years. Please reference the "Revenue" and "Financial Health" slides of your institution's fact pack (linked here).

Affordability and Financial Aid Strategy

- **Stable Cost of Attendance:** Over the past five years, the **Cost of Attendance (COA)** for in-state undergraduate students at NSU has remained virtually unchanged, increasing by only **1.5%**. This modest growth rate is well below both the **Consumer Price Index (CPI)** and the **Higher Education Price Index (HEPI)**, underscoring the University's commitment to affordability.
- **Support for High-Need Populations:** NSU serves a student population with significant financial need:
  - A large proportion of students are **Pell-eligible**, **first-generation**, and from **underrepresented minority communities**.
  - These are often individuals from areas within the Commonwealth that have historically lagged in higher education attainment and are disproportionately impacted by the rising cost of college.
- **Financial Aid Framework:** The University follows the guidelines set forth by the **Virginia Student Financial Aid Programs (VSFSP)** and the **State Council of Higher Education for Virginia (SCHEV)** to distribute aid based on both **need** and **merit**. Tuition and fee revenue, along with unfunded institutional aid, is used strategically to support this effort.
- **Comparative Cost Positioning:** NSU continues to align its cost structure with institutions that serve similar student populations while maintaining a commitment to delivering a **robust and equitable educational experience**.
- **Reducing Student Debt:** The University is making measurable progress in reducing student debt:
  - The percentage of NSU students taking out loans decreased from **79% in 2013–14** to **62% in 2023–24**.
- **Meeting Student Need:** NSU's financial aid strategy is focused on covering up to **100% of a student's direct cost**—including tuition, fees, and room and board—by leveraging all available financial aid sources.
- **Strategic Focus on Retention and Fundraising:** Moving forward, the University's **financial sustainability** and **viability** will rely heavily on:
  - Continued **fundraising growth** to support student aid,
  - **Enrollment growth** through increased **retention** and **graduation rates**, and
  - Careful, semester-by-semester management of enrollment and aid resources.

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why? Please reference the "Financial Health" slides of your institution's fact pack (linked here).

Pricing, Financial Aid, and Enrollment Impact

- **Pricing and Enrollment Strategy:** NSU's current pricing and discounting approach is designed to support enrollment growth while maintaining a consistent enrollment mix. Given the demographics of our student population, this strategy will remain critical to sustaining access and affordability.
- **Student Financial Need:** Approximately **70% of NSU students are Pell Grant-eligible**, and **90% receive some form of financial aid**. This high level of demonstrated financial need requires the University to continuously identify and allocate resources to close the financial gaps faced by students and their families.
- **Growth and Support Alignment:** As enrollment increases, so too will the demand for institutional resources to bridge student funding gaps. Over the past decade, NSU's endowment has grown significantly—from **$27 million to $100 million**. The University's strategy moving forward is to further expand fundraising efforts to support student financial needs and to maintain existing gap-closing practices. With these measures in place, **the impact on net tuition revenue is expected to remain neutral**.
- **Federal Financial Aid Policy Changes:** Changes by the U.S. Department of Education, specifically the shift from the **Expected Family Contribution (EFC)** to the **Student Aid Index (SAI)**, have introduced uncertainty into students' financial aid eligibility. The delayed finalization of 2024–25 FAFSA processing has added complexity to planning and may also result in greater unmet financial need among students.
- **Out-of-State Affordability:** Recent legislation allowing for **discounted tuition for out-of-state students** who meet Virginia's Office of Education Economic Standards is expected to positively impact affordability. This policy is particularly beneficial for students pursuing degrees in **high-demand fields**, and is aligned with NSU's goal of broadening access to a high-quality education while meeting workforce needs.

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data using the "Expenditures by Category" and "Financial Health" slides from your institution's fact pack data (linked here).

Key Cost Increases

The most significant drivers of cost increases for NSU include, but are not limited to, the following:

- **Personnel Costs:** Market-driven pressures to attract and retain qualified talent have resulted in a projected increase of **$10 million** in personnel expenditures.
- **Campus Safety:** Enhancements to public safety—including compensation for sworn police officers, professional support staff, and contracted services—total approximately **$2 million**.
- **Student Financial Support:** NSU has increased institutional resources by **$7.5 million** to help cover the rising cost of education for students.
- **Loss of Federal and State COVID Relief Funding:** The expiration of pandemic-era support programs has resulted in a **$20 million** shortfall over two years, significantly impacting students' ability to cover educational expenses.
- **Academic and Student Success Infrastructure:** Responding to increased student demand for expanded academic support and student services will require an estimated **$150 million** in capital investment and **$3 million** in additional annual operating costs.
- **Health and Mental Health Services:** The University anticipates an additional **$354,000** in costs to meet growing demand for health and mental health services across students, faculty, and staff.
- **Inflationary Pressures:** NSU is managing a **7% increase** in the cost of goods and services, affecting both capital and operational budgets.
- **Deferred Maintenance:** Ongoing needs in both **Education & General (E&G)** and **Auxiliary Enterprise** facilities require sustained investment to maintain safe and functional infrastructure.
- **Temporary Housing Costs:** Due to limited on-campus housing capacity—both in quantity and quality—NSU has incurred **$3.5 million** in temporary off-campus housing expenses.
- **Student Expectations for Amenities:** There is growing demand for access to basic amenities, enhanced living and learning environments, healthy dining options, wellness services, and extracurricular opportunities.
- **Capital Project Funding Needs:** NSU's viability ratio underscores the need to strengthen strategic partnerships and leverage relationships to address non-general fund capital project requirements.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies. Include the costs with a general fund request in the Excel file in the "GF Request" tab. Please reference the "Fastest Growing Expenditures" and "Financial Health" tables in your institution's fact pack data [(linked here).]

Budget Reallocation and Strategic Resource Management

Reallocation of the existing budget is a necessary and ongoing strategy used to address key cost drivers, as outlined earlier. Examples include:

- **Personnel Reallocations:** Funds from vacant positions are strategically redirected within departments to support other roles—particularly those critical for attracting and retaining talent in highly competitive employment markets.
- **Use of External Funding:** Grants such as HEERF and Public Safety funding have been utilized to offset eligible expenses related to health, capital improvements, and essential goods and services.
- **Prioritization of Needs:** The University continually makes complex decisions to balance pressing institutional priorities with available resources, often leaving some needs unaddressed due to funding constraints.

As a historically underfunded institution serving a student population with high financial need, NSU has long operated by maximizing every available dollar. These resource-leveraging strategies will remain essential until the University secures sufficient **capital funding** to modernize facilities and accommodate **enrollment growth**. Additionally, continued focus on **fundraising** and **endowment expansion** will be critical to long-term financial sustainability.

D6. Please describe the data in your fact pack (linked here) under "Expenditures by Category" and "Personnel". Provide an overview of any challenges present and what your institution is doing to get ahead of any anticipated challenges.

Expenditure Assessment

- NSU's **Education & General (E&G)** expenditures increased by **$43 million (54%)** from FY 2014 to FY 2024. The most significant growth occurred between FY 2019 and FY 2024, with an **88% increase ($38 million)**.
- Notably, in the last two biennia (FY 2022 and FY 2024), E&G expenditures rose from **$88 million to $122 million**.
- **Auxiliary Enterprise (AE)** expenditures grew by **$25 million (69%)** from FY 2014 to FY 2024, with the largest increase—**64% ($16 million)**—taking place between FY 2019 and FY 2024.
- **FTE enrollment** declined by **533 students (-9%)** from FY 2014 to FY 2024. However, from FY 2019 to FY 2024, enrollment rebounded with an increase of **697 students (+15%)**.
- Overall revenue growth during this period is primarily attributed to increased **State assistance** over the past two biennia and **post-pandemic enrollment gains**.

Challenges and Opportunities

- **Strategic Use of State Support:** Over the past two biennia, NSU has received increased State-assisted funding. The University is strategically investing these resources to maximize return on investment, with a focus on improving student retention and graduation rates, enhancing campus safety, and enriching the overall student experience.

- **Faculty and Staff Recruitment:** NSU faces growing competition in attracting and retaining qualified faculty and staff. To address this, the University is planning strategic internal reallocations and has included a $10 million budget request to fill critical positions.
- **Technology Infrastructure:** The cost of maintaining and upgrading IT infrastructure continues to rise. In the last biennium, NSU leveraged external sponsored funding to significantly improve broadband service across campus, achieving near 5G speeds.
- **Enterprise Resource Planning (ERP) Upgrade:** NSU has entered into a cost-saving partnership with the College of William & Mary, University of Mary Washington, and Christopher Newport University to implement the Workday Illuminate ERP system. This upgrade—aligned with the University's Operational Excellence pillar—will integrate core functions such as finance, human resources, and operations into a centralized platform. The project, with an estimated cost of $25 million, will be partially funded through cumulative carry forward funds. Expected benefits include improved efficiency, real-time data insights, and enhanced decision-making.
- **Student Life and Wellness:** There is increasing demand for access to essential student amenities, including healthy food options, wellness services, and enriching extracurricular activities. NSU's top three capital project priorities reflect this demand:
    1. **Living, Learning, and Dining Facility** – addressing multiple campus facility needs.
    2. **Wellness, Health, and Physical Education Center.**
    3. **New Dining Facility** – replacing the aging Scott-Dozier facility.
- **Deferred Maintenance:** Both E&G (Education & General) and Auxiliary Enterprise facilities face significant deferred maintenance needs, impacting operations and student experience.
- **Dining Infrastructure Strategy:** NSU is developing a comprehensive financial strategy to address long-standing deficiencies in its dining infrastructure, to be presented in the upcoming biennium.
- **Student Affordability Support:** The University seeks increased institutional support to cover the cost of education for its students—totaling $7.5 million.
- **Rising Costs:** NSU is experiencing a 7% increase in the cost of goods and services, affecting both capital and operating budgets.
- **Temporary Housing Needs:** Due to limited on-campus housing capacity—both in terms of quantity and quality—NSU has incurred $3.5 million in temporary off-campus housing costs.

As a historically Black university serving a student population in which 70% are Pell Grant-eligible, NSU continues to fulfill its mission of providing access and success for underrepresented students. Research shows that first-generation, low-income students require greater financial and support services to persist and graduate. Continued investment from the Commonwealth in NSU's operations and capital priorities will further its role as an economic driver.

D7. Please discuss how statewide salary and health insurance premium increases impact your institution (please reference your institution's estimated cost impact from the salary and health insurance calculator file). Further describe any challenges or the ability to support the NGF portion of the statewide increases. If statewide salary and health insurance premium increases occur and you do not receive additional state support above the general fund share, please describe how you will manage the NGF portion of these increases.
• For NSU, the statewide annual salary increase of 2% is projected to cost $1.5 million in FY 2026–27, increasing to $3.1 million in FY 2027–28. The General Fund (GF) and Non general Fund (NGF) split is approximately 50/50. • The projected annual increase in health insurance premiums is $92,000 (1%) in FY 2026–27, rising to $185,000 in FY 2027–28. • Historically, NSU has covered salary and benefits increases through revenue generated from tuition increases. • However, the Tuition Affordability legislation enacted by the Virginia General Assembly has provided funding to partially offset these costs. This support helps NSU maintain affordable education for in-state undergraduate students.

D8. Using the information from the Proforma tab of the Excel file please describe any present funding concerns (if relevant) and how your institution plans to address any potential concerns.
• NSU's enrollment has grown steadily over the past decade. With this expansion comes a key challenge: addressing the financial gaps that many of our students and their families encounter. Ideally, any student who meets the University's academic admission criteria and qualifies for the maximum available financial aid should be able to afford an NSU education. The University will continue to leverage private support and institutional resources to meet unmet student needs. • University's ability to deliver Auxiliary Enterprise services. The University will continue to monitor A/E costs and focus on growing revenue. • NSU has a critical need for Dining (1) Capital (2) Deferred Maintenance and (3) Infrastructure upgrade/investment. The University will seek support from the Commonwealth Executive Branch and General Assembly to fund the University's Top Capital priority, "Living, Learning and Dining" facility. The University will seek to identify and reallocate internal A/E funds to address deferred maintenance and infrastructure requirements. • Residential Life and Health and Wellness facilities to meet current and future student demand. NSU has included Health & Wellness and Residential Life capital projects in the University's Capital Request. • NSU has included in the operational request funding to address Compensation needs (Living Wage, Market and Campus Safety and Security).

SECTION E: ECONOMIC DEVELOPMENT ANNUAL REPORT

E1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

The Economic Impact of Norfolk State University on the Hampton Roads Region

Norfolk State University (NSU) is a comprehensive urban public institution and one of only two four-year public Historically Black Colleges and Universities (HBCUs) in Virginia. Founded in 1935 and situated on a 134-acre campus east of downtown Norfolk, NSU plays a vital role in both the academic and economic fabric of the Hampton Roads region.

Direct Institutional and Student Economic Contributions

- **Employment**: NSU employs over **1,500 full- and part-time faculty and staff** annually, making it one of the area's major public-sector employers.
- **Annual Operational Spending**: The University spends approximately **$168 million** per year on operations, including salaries and wages, procurement of goods and services, and other institutional costs that directly benefit the local economy.
- **Student Spending**: Enrolled students who relocate to attend NSU from outside the Hampton Roads Metropolitan Statistical Area (MSA) contribute an estimated **$29 million annually** to the local economy through off-campus housing, food, transportation, and other personal expenditures.

Capital Investment and Campus Expansion

NSU continues to invest significantly in physical infrastructure, stimulating the regional construction and service sectors. Recent capital projects include:

- A **140,000 sq. ft. LEED-certified Nursing and General Education Building**, enhancing health sciences instruction and training capacity.
- The **151,000 sq. ft. GWC Brown Memorial Hall** enhances and expands the university's College of Liberal Arts education programs, Honors College and Title III offices.
- A newly completed **Residential Complex housing 740 students**, providing modern living-learning spaces for an expanded student population.
- A **131,000 sq. ft. state-of-the-art Science Building** (to be completed in 2027), expanding STEM program capabilities and research infrastructure.
- The **151,000 Fine Arts Building** (to be completed in 2028) is currently in design that will support the visual arts, digital arts and theoretical and applied music educational programs.
- The **Campus Wide Infrastructure Project** consists of a series of smaller projects that will improve stormwater, lighting, sanitary sewer and utility upgrades campus wide.

These investments not only modernize campus facilities but also generate local construction jobs and supplier contracts.

Visitor and Community Engagement Impact

Although not fully captured in the current analysis, NSU attracts thousands of **prospective students, parents, alumni, and athletic supporters** each year. These visitors spend money in the local economy on:

- **Lodging, dining, retail, and entertainment**—especially during events such as orientation, Homecoming, Commencement, and NCAA Division I athletic competitions.

This secondary impact provides important seasonal boosts to Norfolk's hospitality and retail sectors.

Strategic Alignment with Commonwealth Priorities

NSU's economic and academic contributions strongly support the Commonwealth of Virginia's Higher Education Strategic Plan and SCHEV's Guiding Principles, particularly in the following areas:

- **Economic Mobility**: With nearly **70% Pell Grant eligibility** and over **90% of students receiving financial aid**, NSU enrolls and graduates students from historically underserved communities. Many of these graduates remain in Virginia and contribute to the regional workforce.
- **Workforce Development**: NSU offers over **64 academic programs**, including in **Cybersecurity, Nursing, Business, Teacher Education, and Engineering**—fields aligned with Virginia Economic Development Partnership (VEDP) high-priority industries.
- **Talent Retention**: NSU retains **74% of in-state graduates** in Virginia after graduation—**higher than the state average**—and acts as a **net importer of talent and diversity** to the region, with **59% of out-of-state graduates** also staying in the Commonwealth.

A Catalyst for Regional Growth

With a total enrollment of over **6,000 students** in Fall 2024, NSU's continued growth and strategic partnerships are central to the economic and social vitality of Hampton Roads. As a major regional anchor institution:

- NSU supports jobs, stimulates business activity, and attracts investment to the region.
- NSU prepares a diverse, educated workforce that contributes to Virginia's innovation economy.
- NSU enhances the cultural and civic life of Norfolk through community service, arts, public health, and K-12 pipeline initiatives.

SECTION F: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

F1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

In alignment with the Commonwealth of Virginia's commitment to protect free speech and inquiry as a foundational element of higher education, Norfolk State University (NSU) has implemented a series of policies and practices to ensure that students are well-informed, empowered, and supported in exercising their rights to freedom of expression.

Institutional Policies and Access

- NSU adheres to **BOV Policy 33 – Freedom of Speech and Expression and Campus Space Utilization**, which clearly outlines the University's position and procedures related to free expression. The policy is available in the NSU Policy Library.
- References to this policy and others governing student rights and responsibilities are also accessible through:
  - The Undergraduate Catalog
  - The Graduate Catalog
  - The NSU Student Handbook

Student Orientation and Ongoing Engagement

- **All new students** are introduced to key institutional policies, including BOV Policy 33, during **Orientation Week**.
- At the **start of each semester**, students receive digital copies of University policies and these are revisited during **residence hall meetings** and **Welcome Week** programming.

Targeted Trainings and Educational Programs

- In **August 2024**, NSU provided **comprehensive free speech training** for all **Student Leaders**, emphasizing the responsibilities and rights associated with expressive conduct.
- From **October 2024 to March 2025**, the **Division of Student Affairs** conducted multiple workshops and trainings for student organizations focused on **Constructive Dialogue**—equipping students with skills to engage in respectful, open conversation across differing viewpoints.

SECTION G: NEW SCHOOLS, SITES, AND MERGERS

G1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.

Visual and Performing Arts at Norfolk State University

- Norfolk State University's programs in drama, music, fine arts, and fashion design—as well as performance ensembles such as the **Spartan Legion Marching Band**, **NSU Theater Company**, and the **NSU Choir**—serve as cultural cornerstones for both the University and the Hampton Roads region. These programs not only attract talented students to NSU, but also enrich the local arts community.
- One example of this impact is the NSU Theater Company's recent **co-production of Shakespeare's *Henry V*** with the Virginia Stage Company, which garnered widespread critical acclaim. NSU's performing arts students benefit from **professional-grade performance and production opportunities**, exposure to **national competitions and conferences**, and **internships** in all areas of theater. The visual and performing arts programs provide students with **high-quality educational and experiential learning** that translates into **marketable workforce skills** in arts management, performance, production, and creative design.
- In recognition of the increasing prominence and growth of these programs, Norfolk State University is pursuing the **establishment of a School of Visual and Performing Arts**. The **Visual and Performing Arts and Recreation (VPAR)** faculty have initiated an inclusive, data-informed planning process to develop a formal proposal by **Spring 2026**. This process includes:
    - Analysis of key metrics (number of majors, faculty, SCHs, FTEs, existing and projected budgets)
    - Benchmarking against comparable schools and departments
    - Stakeholder consultations with deans, directors, and faculty from peer institutions

  The **estimated cost** to establish the School of Visual and Performing Arts is **$500,000**.

Center for Behavioral Health and Education

NSU has long-standing programs and partnerships focused on improving community health outcomes. Building on this foundation, the University will establish a **Center for Behavioral Health and Education**, which will serve as a collaborative hub across multiple disciplines:

- **Ph.D. in Clinical Psychology** (College of Liberal Arts)
- **Master of Social Work** (School of Social Work)
- **Mental Health and Professional School Counseling** (School of Education)
- **Public Health** (College of Science, Engineering, and Technology)

This interdisciplinary Center will:

- Provide **graduate training** in clinical, counseling, and public health services
- Offer **experiential learning** opportunities to undergraduate students
- Deliver **community-based services** in assessment, therapy, prevention, and outreach to residents in Norfolk and the surrounding areas

School of Graduate Studies and Research

As NSU expands its graduate offerings, the **School of Graduate Studies and Research** requires additional **staffing** and a **dedicated, centralized space** to meet the evolving needs of students and faculty. Currently, staff offices are dispersed throughout the building, with no unified location for graduate student engagement, diminishing the effectiveness of student support services.

To address this, NSU will:

- Hire additional **professional staff** to support enrollment, advising, and graduate program coordination
- **Renovate or repurpose space** to create a centralized and functional hub for graduate education

[OPTIONAL] SECTION H: RESEARCH

H1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?

Norfolk State University (NSU) continues to lead in innovative research with a strong focus on delivering life-changing solutions, particularly within STEM disciplines. Classified as a **Research College and University (RCU)** by the **Carnegie Foundation for the Advancement of Teaching**, NSU is recognized nationally for its expanding research enterprise.

Research Productivity Over the Last Five Years

NSU's success in securing research funding is evident in the following data:

Academic Year	Number of Awards	Total Awarded Amount	Research Expenditures
AY 2019–20	61	$34,178,135	$7,153,000
AY 2020–21	86	$66,334,216	$4,316,000
AY 2021–22	84	$31,256,301	$3,593,000
AY 2022–23	77	$25,840,592	$6,194,000
AY 2023–24	81	$29,838,854	$8,105,000

NSU's research spans both academic and applied domains, with faculty encouraging student participation in research as early as their freshman year—supported by some of the most advanced research facilities in the region.

Major Research Initiatives and Awards

- **Cybersecurity Research**
  Over **$50 million** has been invested in NSU's cybersecurity initiatives, resulting in national designations, prestigious partnerships, and a wide range of faculty and student opportunities. NSU is also a member of the **first HBCU University Affiliated Research Center (UARC)** focused on cybersecurity research.
- **Quantum Science and Education**
  NSU was awarded **$5 million over five years** by the **NSF CREST program** to establish the **Center for Research and Education in Quantum-Leap Science and Technology**. Total funding for quantum-related efforts now exceeds **$11 million**.
- **Materials Science and Photonics**
  A **$5 million** grant supports the **Consortium for Research & Education in Materials Science and Photonics**, in partnership with **Lawrence Livermore National Laboratory**.
- **Public Health and Community Empowerment**
  - **$5 million** was received to establish the **Public Health Informatics and Technology (PHIT) Workforce Development Program**, including a new graduate degree in public health informatics.
  - The **Social Work** program secured **$1.7 million** for the **Hampton Roads Community Empowerment Alliance**, addressing health impartiality and training community-based organizations.
- **Institutional Resilience and Online Learning**
  NSU received **$1.9 million** from the **FIPSE program** to launch **Sustaining Spartan Success**, building on faculty development efforts through the Center for Teaching and Learning and improving online engagement strategies.

- **Broadband Infrastructure and Community Access**
  A **$3.8 million** grant from the **NTIA's Connecting Minority Communities** pilot program is enhancing campus broadband infrastructure, which will also benefit underserved communities in the region through increased access to education, entrepreneurship, and workforce development.
- **Strategic Partnerships**
  NSU is:
  - A founding member of the **Virginia Alliance for Semiconductor Technology (VAST)**
  - Partnered with **Analytical Mechanics Associates** to support research at **NASA Langley**

Office of Research and Innovation

In 2023, NSU launched the **Office of Research and Innovation** to:

- Codify policies related to **commercialization**, **technology transfer**, and **intellectual property**
- Bring dedicated leadership to NSU's growing research ecosystem
- Advance the University's innovation pipeline from classroom to marketplace

NSU's vision includes establishing a **Business Accelerator / Center of Research & Development Excellence** that:

- Converts internship programs into high-level employment on-ramps
- Commercializes STEM innovations created by NSU entrepreneurs
- Strengthens economic development within Hampton Roads and beyond

Strategic Expansion Plans

To further build research capacity and innovation:

- NSU will **expand its research faculty** across multiple disciplines
- Hire **support personnel** to assist in the management and execution of complex, multi-year grants and contracts
- Offer **student engagement opportunities** that promote professional readiness and hands-on learning
- Invest in **faculty retention and professional development** in grant writing and research management

These efforts are aimed at positioning NSU as a **national model for research excellence among minority-serving institutions**, further increasing its **economic impact**, enhancing its role in the **STEM innovation ecosystem**, and contributing to the advancement of the **Commonwealth of Virginia's research and economic development goals**.

[OPTIONAL] SECTION I: COLLABORATION

I1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions and the K-12 sector (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

[OPTIONAL] SECTION J: STATE POLICY

J1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

Employee Retirement Incentive Program

Norfolk State University (NSU) deeply values the faculty and staff who have dedicated years of service to the institution. Their disciplinary expertise and institutional knowledge have helped shape NSU's legacy and continue to enrich its academic and operational environment. However, as institutions evolve to meet the demands of 21st-century learners, it is essential to ensure that all personnel remain aligned with institutional goals, emerging technologies, and student success initiatives.

In some cases, long-serving employees may reach retirement eligibility but no longer actively contribute at the level needed to support NSU's continued growth. For example, some may disengage from their academic disciplines, decline to adopt modern instructional technologies, or fail to apply student-centered teaching methods. When these patterns emerge, they can impede innovation, instructional quality, and student engagement.

To address this challenge, **NSU proposes the establishment of a formal Employee Retirement Incentive Program (ERIP)** that encourages eligible employees to transition into retirement while maintaining their dignity and recognizing their service.

Proposed Program Overview

- **Eligibility**: Employees who meet the Virginia Retirement System (VRS) eligibility requirements and have a history of full-time service at the university.
- **Incentive Structure**:
    - Participants may transition to a **part-time assignment (up to 49% effort)** for up to **two years**, with the option for **annual renewal for up to five years** based on institutional need and individual performance.
    - Compensation would be **49% of their final full-time salary**, and participants may be eligible to retain limited benefits, subject to VRS and state guidelines.
- **Institutional Benefits**:
    - Facilitates **strategic succession planning** by allowing departments to recruit new faculty and staff who are aligned with current disciplinary trends and teaching practices.
    - Allows for a **more cost-efficient use of budgetary resources**, as retiring employees are often compensated at higher salary levels.
    - Supports **smoother knowledge transfer and institutional continuity** by allowing retirees to mentor younger colleagues or assist in transitional roles.
    - Frees up **salary savings** that can be reallocated to critical areas such as student success initiatives, faculty development, or strategic hiring.
- **State Partnership**:
    - NSU recommends that the **Commonwealth of Virginia offer supplemental incentives** to participating employees to enhance the program's attractiveness and broaden its adoption across public institutions.

An Employee Retirement Incentive Program is a proactive and respectful strategy for institutional revitalization. By encouraging thoughtful transitions, NSU can reinvest in new talent, advance innovation, and ensure that all employees remain aligned with its mission to promote student success and institutional excellence. We urge support for policies that allow or require institutions to implement such programs in alignment with broader workforce planning efforts.

[OPTIONAL] SECTION K: ADDITIONAL INFORMATION

K1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.

Title III Funding Transition Request

Norfolk State University (NSU) has greatly benefited from federal **Title III funding**, which has provided critical resources to enhance institutional capacity, academic programming, and student success. These funds have been instrumental in advancing NSU's mission by supporting key personnel and educational initiatives that strengthen teaching, learning, global engagement, and academic advising.

However, **recent shifts in federal funding priorities and Department of Education policies** pose uncertainty for the continued availability of Title III resources. In light of this, NSU seeks to take proactive steps to ensure long-term sustainability by **transitioning essential positions from Title III funding to the University's Education and General (E&G) fund**.

Positions Recommended for Transition to E&G Funding

Position	Salary	Notes
Testing Director	$95,031	Supports assessment and placement services
Director, Center for Teaching and Learning	$126,049	Leads faculty development and instructional innovation
Global Education Positions	$73,500 / $55,500	Advance international programs and student experiences
Senior Faculty and Student Trainer	$79,379	Supports technology and pedagogy integration
Instructional Designer/Trainer	$60,000	Designs hybrid/online learning content
Senior Instructional Designer	$84,000	Oversees design quality and course alignment
Online Learning Technologist	$60,000	Maintains instructional tech platforms
Instructional Designer / QM Reviewer Lead	$64,741	Ensures course quality using Quality Matters standards
Professional Academic Advisors (11)	$57,000 each	Enhance retention and student engagement
Data Visualization Analyst	$80,000	Supports data-informed decision-making
Web Application Developers (2)	$103,773 each	Maintain and develop institutional web systems

These positions are integral to NSU's strategic objectives in areas including:

- **Student Success and Retention**: Academic advisors and assessment specialists are vital to ensuring that students remain on track and graduate in a timely manner.
- **Instructional Excellence and Innovation**: Instructional designers and technologists enable high-quality, technology-enhanced education that meets evolving learner needs.
- **Faculty Development and Curriculum Enhancement**: The Center for Teaching and Learning provides faculty with tools to incorporate evidence-based practices and adapt to pedagogical shifts, including AI integration.
- **Global Engagement**: Staff supporting international education promote diversity, global awareness, and participation in study abroad and exchange programs.

- **Operational Efficiency**: Data analysts and web developers support a data-informed, user-friendly, and agile university ecosystem.

These positions have contributed significantly to the university's growth in student retention, graduation, online learning, and internationalization. To maintain NSU's momentum and resilience amid federal funding uncertainties, we respectfully request that these critical roles be **transitioned from Title III funding to stable E&G support**. Doing so will ensure continuity in the delivery of high-impact practices and position NSU to thrive in an increasingly competitive higher education landscape.

Norfolk State University – Six-Year Plan Responses

1. Please provide the total T&F discount rate from 2024-2032 **without** the VMSDEP waivers.

2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-21	2031-32
$2,902,379	$2,902,379	$2,902,379	$2,902,379	$2,902,379	$2,902,379	$2,902,379	$2,902,379

2. Please provide additional information on the institution's online programming:
    - Enrollment trends (FY15-FY24) that show online FTE broken out by on-campus, off-campus, fully remote, and hybrid

On-Campus Online FTE's 2015-2024										
Year	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Online	1985.35	2025.12	2342.37	2684.90	3059.63	4067.62	4334.33	4468.43	4633.90	4950.53
Exclusively Online	101.72	144.92	174.00	147.43	202.48	225.75	450.47	506.23	582.70	669.05
Online Program	68.18	92.42	104.53	87.15	122.47	147.75	185.12	191.25	207.02	283.52
Off-Campus Online FTE's 2015-2024										
Year	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Online	6.15	0.75	0.5	1.25	2.25	0	0.5	0.75	0	0
Exclusively Online	6.15	0	0	0	0	0	0	0	0	0
Online Program	0	0	0	0	0	0	0	0	0	0

- Tuition and Fee rates of on-campus, off-campus, and hybrid

Student Type	**2015-16**	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
In-State										
Undergraduate	325	397	411	431	437	437	437	437	450	450
Graduate	536	622	680	714	746	746	746	746	769	769
Out of State										
Undergraduate	718	796	871	939	945	945	945	945	973	973
Graduate	1,187	1,247	1,350	1,406	1,455	1,455	1,455	1,455	1,499	1,499
Accelerate Masters							450	450	450	450

- Profit & Loss – Direct costs v. allocated costs and the absorption of overhead, shared resources

  Norfolk State University launched its accelerated Master's degree programs in FY22. Prior to this new mode of course delivery, all online courses were covered within the budgets of the departments offering them. Consequently, no profit or loss analysis was conducted for online programs. The table below shows the profit and loss details for the accelerated master's programs, which are delivered through a partnership with Rise Point.

Rise Point – Accelerated Masters Program	FY25	FY24	FY23	FY22
Profit/(Loss)	111,683	57,573	(64,549)	(126,500)

- What are the online outcomes for students in retention and completion?

Online Retention Rates 2015-24										
Cohort	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Online	72%	65%	72%	72%	65%	67%	70%	72%	71%	75%
Exclusively Online	0%	50%	0%	100%	100%	100%	25%	67%	33%	0%
Online Program	0%	0%	0%	100%	67%	50%	50%	100%	0%	80%
Online Programs Degree's Conferred 2015-2025										
Year	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25
Count	30	22	54	35	46	55	73	75	83	181
% of all Graduates	3	2	6	4	5	7	9	8	9	18

- Can you provide any data on the portion of online students who use campus facilities?

  Campus resources are available to all students in the area. The use of campus resources is not tracked by the type of student.

3. How does the federal activity and reconciliation bill impact institutional enrollments and whether there are degree programs at risk.

   The reconciliation bill will impact enrollment at Norfolk State University. Specifically, the bill caps student loans (including Parent PLUS loans, which families of the university rely heavily upon), eliminates the Grad PLUS program, and caps the amount graduate students can borrow at $100,000. Most students at Norfolk State University depend heavily on federal loans to finish their education. The restrictions introduced by the reconciliation bill will add extra pressure on our students to find financing that allows them to complete their studies.

   Currently, NSU has not identified any specific programs that will be negatively affected by the reconciliation bill. However, there are significant concerns that all graduate programs might be impacted due to their relative costs and the bill's cuts intended to help fund graduate degrees.

4. Please explain how the additional Virginia Military Survivors and Dependents program general fund dollars are being used (being that these are new general fund dollars).

   The general fund dollars allocated to the University to offset the Virginia Military Survivor Dependent program waivers allow the university to continue with the programming initially planned at the start of the fiscal year. In previous years, without knowing which students would enroll and be able to use VMSDP, the university was in a reactive mode. The general fund allocation for Norfolk State University was about 65% of the dollars awarded in waivers for VMSDP. While NSU is still somewhat reactive regarding the number of students enrolling with the ability to use VMSDP, the new general funds lessen the burden that the waivers have previously placed on the university. NSU did not add new programming because of this additional support, but previously planned items were able to proceed without interruption.

5. If the institution is participating in direct admissions, please outline the minimum qualification requirements.

   NSU does not participate in direct admissions.

6. What percent of faculty are tenured?

   55.25%

7. Please share information on overall enrollment and FTIC in-state and out of state enrollment breakdown of last year, this year and projections going forward for the next six years.

	2025-26		2026-27		2027-28		2028-29		2029-30		2030-31	
	Total	% In-state	Total	% In-state	Total	% In-state	Total	% In-state	Total	% In-state	Total	% In-state
Undergraduate												
HS Dual Enrolled												
Lower-Occ/Tech	7	42										
Lower-Bach-Cred	1523	65	1488	65	1535	64	1582	64	1630	63	1460	65
Upper	6	83	76	53	68	50	60	46	52	43	45	53
Graduate												
First-Year	310	84	310	84	310	83	310	84	310	84	310	84
Advanced	0	57	16	57	17	55	18	53	19	51	16	57
Total	1846	68	1890	68	1930	66	1970	67	2011	66	1831	68

8. The 2024 JLARC report on spending and efficiency noted NSU's growth in management staff. Please provide additional information on the breakdown of non instructional staff for FY24 and current date by function or role.

   The university's executive management team saw a significant increase due to hiring an individual to lead the university's efforts in data analysis. Additionally, there is a short-term backfill for a position that will see a retirement in the current fiscal year. The university believed it would be prudent to have the position double-filled for a period of time to ensure continuity. Recognizing the link between student satisfaction and retention, the university has also increased managerial staff working in the Student Affairs area. University personnel have also been hired in the fiscal departments of the university. These individuals were needed to ensure the proper management of university resources and to provide adequate staff for interfacing with students as they handle their financial issues. Norfolk State University remains behind in technology. There has been growth in the technology staff, both in the number of hires and in the budget required to hire and retain these individuals. The university has faced challenges managing its Human Resources department. Hires have been made to improve efficiency in addressing employee interactions with the university. Additionally, to ensure equitable treatment of employees, the university has added staff to oversee compliance with relevant guidelines. To reduce dependence on resources from the general fund and avoid overburdening students with costs, reliance on outside donors has become increasingly important. In this effort, the university's advancement and digital marketing staff has been expanded.

- Please also provide academic support and instructional services staff FTE for FY24 and current date. Also discuss any information on ROI and improved outcomes.

The Office of Academic Engagement at Norfolk State University has built a robust and intentional ecosystem of wraparound academic supports that walks alongside students from pre-matriculation through graduation. Our FY24 investment in academic non-instructional support allowed us to provide critical services that directly impact student progress and success. These resources strategically align academic advising, tutoring, writing support, Summer Bridge, and career-focused experiential learning into a unified, student-centered framework.

Based on the success metrics, these initiatives are having a profound impact on student success with:

- Retention increased by 3.6 percentage points
- Graduation rates improved by 5 points
- Pre-registration reached 84%, supporting enrollment growth

OAE has a staff of approximately 28 full-time professionals, including advisors, success coaches, writing consultants, and program coordinators, who are embedded across critical stages of the student journey. Approximately seven of these positions are funded through Title III, a federal grant that expands our capacity to reach more students and augments resources.

The Writing Center also employs seven part-time consultants, each working about 20 hours a week—equivalent to roughly three additional full-time roles.

As we continue to track trends and student needs, we've observed growing interest in STEM pathways, particularly among pre-nursing majors, the largest incoming group for the past several years. Many of these students would benefit from additional math support.

A dedicated Math Center, modeled after our highly successful Writing Center, would help close this gap. Last year, the Writing Center served nearly 700 students through 1,915 appointments, with a 95% satisfaction rate and a 46% self-reported grade improvement. Similarly, Academic Advising facilitated nearly 6,600 appointments, highlighting the high demand for proactive, relational support.

Unit / Initiative	**Staff / FTE**	**Funding Source**	**Primary Responsibilities**
Academic Advising	16 Advisors	6 Title III / 10 State Funded	Proactive/intrusive advising, degree planning, pre-registration, early alerts and academic support
Student Success Center Leadership	3 Full-Time Staff	State Funded	Success coaching, data tracking, early intervention, coordination
Writing Center	3 FT + 7 PT (~5 FTE total)	State Funded	One-on-one writing support, embedded tutoring, workshops
OAE Central Administration	3 Full-Time Staff	2 Title III, 1 State Funded	Communications, assessment, program ops

Student Pathways & Academic Formation	3 Full-Time Staff	2 State Funded, 1 Title III	Learning communities, seminar courses, mentoring, Pathways

Additionally, the Division of Student Affairs offers the following non-instructional initiatives, programs, and activities that further support the academic journey of our students.

Unit / Initiative	Staff / FTE	Funding Source	Primary Responsibilities
Student Campus Employment Program (SCEP)	2 Full-Time Staff/ 15%	State	Offers Norfolk State University students a part-time on-campus job designed to support their professional growth through LinkedIn engagement, professional headshot sessions, development workshops, and mandatory participation in NSU's Career Expo.
Spartans Promise to Persist with Purpose (SP3)	3 Full-Time Staff/15%	State	Career readiness and professional development, financial literacy and economic empowerment, self-awareness and personal growth, professional and social networking, holistic well-being and leadership development, digital citizenship
Counseling Center	3 Full-Time Licensed Professionals, 1 Licensed Eligible Full-Time Staff, 1 Part-Time Psychiatric Nurse Practitioner, 6 Full-Time Staff	State	Offers various mental health support services including crisis intervention, individual therapy, group therapy, psychotropic medication management,

			consultation, psycho-education outreach and programming, domestic violence and sexual assault support.
Health & Wellness	2 Full-Time Staff, 1 Part-Time Staff	State	Provides educational programs, campus initiatives, and ongoing support to help students stay informed, make health choices, and build lifelong habits that support their well-being.
Spartan Health Center	2 Full-Time Staff, 1 Full-Time Nurse Practitioner, 1 Full-Time Nurse, 1 Part-Time Nurse Practitioner, 1 Part-Time Medical Doctor	State	Provides student-focused medical care for acute illnesses, preventative services, and health education.
TRiO/Student Support Services	4 Full-Time Staff, 1 Part-Time Graduate Assistant	State/Federal Trio funding	Provides for its participants tutorial services, skills development, counseling, educational enrichment activities, and numerous other support services in order to increase student retention and graduation from Norfolk State University.
Military Services and Veterans Affairs	4 Full-Time Staff	State	Provides academic programs and services for active-duty military service members, veterans and their family members.
Dean of Students Office	5 Full-Time Staff	State	Advocates for and empowers students to achieve their goals by providing exemplary services

			that educate our students on their rights and responsibilities as a member of the University community.
International Student Support Services	1 Full-Time Staff	State	Processes non-immigrant student petitions, provides advising, liaises with university and government agencies, supports international student integration, and offers resources to enhance international student's success.
Accessibility Services	3 Full-Time Staff	State	Support the academic success of students with disabilities through quality educational services, training, and assistive technology for students, faculty, and staff.

Total

Professional Staff: ~67 FTE

Federal/Title III–Supported: 7 FTE

State-Funded: 60 FTE

9. Given the changing landscape of college sports, Op-Six would like to reinforce the Commonwealth's expectation that intercollegiate athletics is expected to be a 100% self-supporting auxiliary, allowing for institutional subsidies up to the cap specified in Section 23.1-1309 of the Code of Virginia. The institutional subsidy authorized in that section of the Code may be comprised of student fee revenue and other direct and indirect financial support provided by the institution so long as the university continues to recover all indirect costs for athletics pursuant to Section 3-4.01 A.1. of the Appropriation Act. In no instance may state general fund support or tuition revenue be used to cover either direct or indirect costs of intercollegiate athletics or any auxiliary enterprise operation.

   Norfolk State Athletics functions as a fully 100% self-supporting auxiliary, in strict accordance with Code of Virginia §23.1-1309 and Appropriation Act §3-4.01 A.1. Any institutional subsidy remains within the statutory limit, all indirect costs are recovered, and the athletics program receives no direct or indirect support from state general funds or tuition. Its funding relies on student fees (within the cap) and revenue from various sources, including ticket sales, guarantees, sponsorships/advertising, licensing/royalties, concessions, NCAA/MEAC distributions, camps/clinics, and philanthropy managed through appropriate channels.

Robust financial controls are implemented: segregated auxiliary accounting, a documented indirect cost recovery (ICR) methodology, and reconciled quarterly, student-fee cap monitoring at mid-year and year-end. Additionally, pre-audit controls for contracting, procurement, and travel are in place, along with annual reporting.

Primary risks such as market variability, inflation pressures, and NCAA policy or realignment changes are mitigated through diversified, multi-year revenue strategies, early contracting and shared services, embedded scenario planning, and quarterly internal reviews to maintain audit readiness.

In summary, NSU Athletics remains a self-supporting auxiliary and is positioned to maintain compliance while enhancing competitive success and the student-athlete experience.