



NORTH GREENVILLE
UNIVERSITY
Christ Makes the Difference

ANNUAL REPORT TO THE BOARD OF TRUSTEES
NORTH GREENVILLE UNIVERSITY
2019-2020

Table of Contents

<i>President</i>	3
<i>Executive Vice President</i>	9
<i>Provost and Dean of the University Faculty.....</i>	13
<i>Interim Senior Vice President for Finance.....</i>	20
<i>Senior Campus Pastor</i>	23
<i>Vice President for Campus Enhancement Services.....</i>	29
<i>Vice President for Information Technology Services</i>	31
<i>Vice President for Campus Ministry and Student Engagement.....</i>	41
<i>Director of Athletics.....</i>	43
<i>Vice President for Advancement and University Engagement</i>	48
<i>Vice President for Student Services</i>	51
<i>Vice President for Enrollment and Marketing/Communication</i>	55

President

Dr. Gene C. Fant, Jr.

Objectives for 2019-2020

Rework and operationalize the annual budget process, linking the timeline to the Board and Academic calendars, refining the allocation process, and moving to, hopefully, the beginning of a three-year budgeting process.

Substantially Met: With the full implementation of the Jenzabar system, the university was able to move to transitional budgeting. The original FY2021 budget that was presented to the Board and approved in the February 2020 meeting followed an improved process that anticipated a new, multi-year transition. This year's initial budgeting process underscored this and identified challenges more completely, including an outdated budgeting philosophy, incomplete use of software for planning, and broken systems that were intuited but not completely understood at that time (including delayed and ambiguous reporting systems). We had planned to start working on the three-year process when COVID hit.

With the advent of COVID, by the end of March it was more clearly apparent that immediate changes needed to be made in the process that had been in place for many years, one that was developed by the previous administration. The budgeting philosophy had to be changed immediately from one that prioritized spending as little as possible by not using the budget on a day-to-day basis and not recording charges such as depreciation on a monthly basis to one that "named" every dollar in advance, leveraged every dollar strategically, and monitored every dollar on a daily basis (including charging expected and budgeted items on a monthly basis rather than waiting to the end of fiscal year settlement period). We began working on updating the financial systems to pull all data from the General Ledger in the Jenzabar system, as well as positioning the financial systems for more timely and detailed monthly cash position statements, monthly endowment balance information, accounts payable / receivable statements, or revenue.

This overhauled budget process produced the revised budget that was presented to the Board and approved at the June 2020 meeting. It was balanced, representing substantial adjustments in response to the unknowns of the COVID outbreak, and new reports are being generated that will provide the Board with more in-depth information on a regular basis.

Finalize and operationalize the Strategic and *Campus* Master Plans.

Changed by COVID: Through the fall, the university engaged with both plans via groups, interviews, and other opportunities to speak into the development of the plans. We had planned an update of *the Campus Master Plan* to the Board in the June meeting, with a final presentation in October, but the COVID outbreak completely changed our direction. Because of the economic and operational uncertainties, we notified our *Campus Master Plan* partners that we needed to terminate the plan's continued development. Internal

production of the Campus Master Plan concluded but is being adjusted in light of the new uncertainties and realities.

Overhaul, in the context of the new Strategic Plan, the university's branding, marketing, enrollment, and retention plans, seeking to yield appropriate growth in net revenues.

Met: With the hiring of a new Vice President for Enrollment & Marketing, Michael White, in January, we immediately launched review of our strategies for recruitment at all levels. VP White has produced a comprehensive marketing plan, an overhauled recruitment and branding effort that is geared toward stability, predictable net revenues, and stronger retention via mission focus. Because of COVID, we accelerated the reworking of the university website and its infrastructure; the lack of travel and on-campus interaction caused by the pandemic has made the online presence even more important in the recruiting of the new students. We anticipate that these new processes should begin to bear fruit in the Fall 2021 class. Vlad Sabou, the chief retention officer, has likewise developed and operationalized plans for traditional retention, including restructuring their office and operationalizing the early steps of the QEP project (see below).

Review and leverage the university's financial aid strategies to produce higher net revenues while strengthening enrollment.

Met: VP Rachael Russiaky has worked closely with our vendor at CREDO to review our strategies and implement new profiling and packaging plans. This has been particularly important this year because of COVID, as the financial pressures on families have increased. Simultaneously, [a new ruling](#) by the admissions profession has changed how packaging is structured and is leading to intense new pressures on tuition discounting. Our new strategies are more supple than before and able to be market-responsive in a rapid manner.

Because of COVID, we anticipate that the per student net revenue will decline in fall 2020 because of economic challenges facing so many students' families, as well the massive increase in tuition discounting occurring at other institutions due to financial stress and the new rules in financial aid that allow students to "shop" their financial aid packages. Our view is that our efforts to control discounting and total aid will pay dividends in the long run, especially relative to institutions that are gutting their net revenue for quick, short-term benefits.

Overhaul and expand the Office of Advancement and University Engagement, preparing for more strategic fundraising operations that are connected to the Strategic and *Campus* Master Plans.

Substantially Met: VP O'Gwynn and his team have reviewed their portfolios and redistributed assignments, adding more documentation and strategy to their work. Dr. Tony Beam and Lisa Van Riper have reworked how we are handling public policy work and advocacy for the university, anticipating her transition to retirement in the next year or two. Dr. Beam has also connected with the SC Baptist Convention as their primary advocate in legislative matters for the convention, adding heft to his already significant voice. When COVID arrived, gifts stopped almost completely as the economic uncertainty spread and as

liquidity among donors vaporized. Without summer missions, we also lost the donor count and dollars that accompany those programs. While we ended the year down relative to the previous year, we landed a major gift (\$600k) that allowed us to fund a major renovation project (Neves Hall). While the Strategic Plan and University Master Plans have been modified due to COVID, we pivoted to a summer projects list and tasked this unit with securing funding for many of those projects, which has been successful. Additionally, we made sure that the advancement team understands post-COVID tax law changes and are accelerating engagement with donors and other stakeholders to ensure that we are positioned to take advantage of these opportunities before the post-federal election ambiguities set in during 2021.

Cultivate new partnerships that will enhance the university's reputation and prioritize new net revenues.

Met: This is an area where we had a number of significant successes this year, particularly the establishment of a new master's degree program with Impact 360 Institute that fully funds a baseline enrollment of students, and established a partnership with the Chick-fil-A family of enterprises that will add value to the university. We also established a new partnership with OneLifeX, a gap year and young adult entrepreneurship program that is partnering with our College of Business & Entrepreneurship for new programming. Another expanded partnership is with Legacy Charter School in Greenville, which is expanding enrollment access and community engagement. We are in active conversations with several other organizations and institutions that may lead to additional partnerships across the region.

An additional new partnership is one with the new professional association The International Alliance for Christian Education, which was launched in 2020. This organization links Christian K-12 schools (ACSI), higher education (ABHE and Melancthon Society), and para-academic groups under an advocacy umbrella that will connect NGU with an entirely new swath of partnerships and connections. This will significantly and quickly raise NGU's profile as an institution, as the IACE already has started partnering with the Colson Center, Alliance Defending Freedom, and other major groups in programming. In the fall, I was named as the Treasurer of the group's board.

Finalize the SACSCOC self-study, launch the new Quality Enhancement Plan (QEP), and respond to any concerns identified by the accreditor.

Substantially Met: The SACSCOC self-study was submitted as scheduled in September and all operational activities in preparation for the site visit were made and executed in expectation of the mid-March arrival of the team. However, the COVID outbreak delayed and then cancelled the visit, which has now been scheduled tentatively for Spring 2021. We continue to believe the university is ready for the review and will respond to any concerns identified when the review occurs, along with launching the new QEP.

NOTA BENE: It would be impossible to summarize this past year without making a few comments about the university's response to the spring COVID-19 pandemic and its effects on the university. My work as CEO has revolved around these priorities:

1. Ensure the financial stability and efficient operations of the university: In concord with the Senior Leadership Team, I sought to dive deeply into the financial realities of the outbreak's impact on revenues / expenses, to explore enrollment implications long- and short-term, and to begin planning for the next fiscal year. While the FY 2020 audit is being finalized, early analyses are that the university finished in the black and is stable financially heading into the 2020-2021 academic year. To date, no employees have been furloughed or terminated for COVID reasons and no adjustments in salaries or benefits have been required.¹
2. Ensure effective communication to all university stakeholders: In conjunction with the university Marketing & Communications group and the COVID-19 Response Team, I undertook near-daily communications in the beginning of the crisis via video (using my iPhone), social media, and emails. Of particular note were a series of open letters to student groups that I wrote and posted on social media, several of which were widely shared and read off-campus as well as on-campus. I also hand-wrote notes to all incoming, deposited first-year students to make sure they knew we planned to open as scheduled and that we were praying for them. NGUcares was launched as an extension of this effort. We have continued to utilize all possible means of communication to keep the community informed about our status and the plans that are underway for the upcoming year.
3. Prepare strategically for the upcoming year, particularly in the launch of renovation plans for important facilities on campus: Once we realized that Fuge camps were in doubt, we began to evaluate the financial feasibility of embarking on renovations to spaces usually tied up with those operations, including dorms, classrooms, and gathering spaces. A plan was developed to pursue these renovations carefully, including fundraising efforts, and an effort to "WOO AND WOW" students was announced, with new strategies used to woo students back to campus and then to wow them upon return with refreshed facilities.

University Representation

Preaching / Speaking / Service / Travel June 1, 2019– May 31, 2020

These do not include relatively minor on-campus speaking engagements (chapels, faculty assemblies, admissions events, etc.)

¹ To be clear, no NGU employees have been furloughed or terminated, but the Budd Group has had some adjustments to their employment numbers and Aramark had to furlough almost their entire staff due to the suspension of in-person dining, particularly once the spring term concluded.

June

9-12: Southern Baptist Convention (Birmingham AL)

July

7-10: Alliance Defending Freedom (Los Angeles CA): Plenary Speaker on Religious Liberty

11: Nehemiah Network / Palmetto Family Council (Washington DC): Keynote Speaker on Religious Liberty

14: Preached at Taylors First Baptist

18: Spoke at Greenville Kiwanis Club @ Poinsett Club

25: Ron Blue Foundation Seminar on Transformational Fundraising (Greenville)

August

5: SCBC Bylaws Committee Meeting (Columbia SC)

7: IACE Board meeting

8: SCBC Nominations Committee Meeting (Columbia SC)

21: Impact 360 Institute Board meeting (Pine Mountain GA)

25: Preached at Forestville Baptist Church

26: Receiving party for Vice President Pence & Rep. Duncan Picnic

September

3: Christian Ministries Scholarship Fund Banquet

4: Football Boosters' Dinner

5: Hosted home football game vs. Newberry

6: IACE Board meeting

15: Preached 215th Homecoming Service, Holly Springs Baptist Church

17: Child Evangelism Fellowship Banquet

21: Attended football game vs. Mississippi College (Clinton MS)

23: Presented NGU Report to Union County Baptist Association (Union SC)

25: Event at WCM Wealth Management (Greenville)

28: Hosted home football game vs. Delta State

29: Attended 150th homecoming celebration at Mt. Sinai Baptist Church (Berea)

30: Hosted new Conference Carolinas Commissioner

30: SACSCOC Off-Site Committee

30: SGA Leadership Symposium

October

2: IACE Executive Committee meeting

4: Attended NGU Players' "The Great Divorce"

7: Conference Carolinas Presidents' Meeting (Greenville)

8: SCBC Executive Committee meeting (Columbia)

10: Event with Palmetto Family Council

10: Red Carpet Gala @ Poinsett Club

11: Event with WCM Wealth Management

12: Hosted home football game vs. West Georgia

13: Three Rivers Association event with Kevin Ezelle (NAMB President)

17: Session Host, Vision 2020 (Public Policy Event) @ FBC North Spartanburg

18: Invocation, Tom Corbin Picnic (with Lt. Gov. Evette, Rep. Jeff Duncan, Rep. William

Timmons)

22: Hosted speaker, Boggs-Hickson History Lecture

23: SACSCOC Off-Site Committee

25-26: Homecoming Events

November

30-1: Baptist Convention of New England (New Hampshire; spoke twice and Joyful Sound led worship the entire session)

6-8: SACSCOC Off-Site Review Committee (Atlanta)

9: Host home football game vs. Valdosta State

10-12: South Carolina Baptist Convention (Spartanburg)

14: Alumni Network Event (Charleston)

18: Fant Forum event (Q & A with Students / SGA)

19: Tennessee Baptist Convention

24: Preached at FBC Icard NC

December

5: Christmas Concert at First Presbyterian Greenville (welcome and introduction)

8-11: SACSCOC Annual Meeting (Houston TX)

12: Open House @ President's House

13: Fall Commencement

January

24-26: Pastor's Conference and alumni dinners (FBC Jacksonville FL)

26-27: Video work with Impact 360 for recruiting and branding purposes (Pine Mountain GA) 29 & 30: Inauguration of Pres. Jamie Dew at New Orleans Baptist Theological Seminary (New Orleans)

February

11-14: IACE Annual Meeting (Orlando)

20: Board of Trustees Meeting

21: Business Symposium

26: Impact 360 Institute Board Meeting

29: Bomar Family Stadium @ Ashmore Park dedication

March

9-11: Christian Worldview Week with Bill Brown (Colson Center / Centurions) & Jonathan Morrow (Impact 360 Institute)

24-26: SACSCOC *on-site* @ NGU: Postponed until Spring 2021

April

16-17: ARC-PA *on-site* @ NGU (TBC): Postponed until July 2020

21: Speaker at Christian Learning Center's annual banquet (Greer SC)

26-29: Impact 360 Institute (annual lectures in worldview)

May

18-19: Conference Carolinas Presidents' Meetings

26: Gulf South Conference Presidents' Meetings

- We have had weekly meetings via phone of the South Carolina Independent Colleges and Universities.
- I recorded two podcasts with regional groups (one in GA and one in SC).
- I continue to serve as a deacon at Taylors First Baptist, serving on the crisis committee and prayer rotation.
- I continue to serve as an officer on the board of directors of Impact 360 Institute.
- I serve as an officer on the board of governance of the International Alliance for Christian Education.

Executive Vice President

Mr. Rich Grimm

Quarter 1

Enrollment & Marketing/Communication

With the transition of Mrs. Sewell to Student Services, we began meeting with the directors on a bi-weekly basis, and one-on-one as needed. New processes for reviewing and approving ads were implemented. Teams found collaborative and creative ways to work with each other.

The team met offsite at OOB headquaters for a tour and brainstorming session. We discussed implications of what we observed and identified a number of concrete ways to apply the lessons we learned.

We contracted with Diversified Search to manage the process of searching for a Vice President for Enrollment & Marketing Communication.

Campus Master Plan

We assembled a representative team to review proposals from professional master planning firms. The team received proposals from nine companies, from which four were invited to make on-campus presentations. The Campus Master Plan Committee included: Christian Bezek (student), Michael Butler, Cheryl Collier, Mick Daniel, Zach Epting, Paul Garrett, Rich Grimm (chair), Gary Holeman (board), Jody Jennings, Ginger Lewellen, Katie Lynn Marshall, Marty O’Gwynn, Justin Pitts, Brett Plyler (student), Brian Spearman, Lamont Sullivan, Jared Thomas, Billy Watson, and Matt Wireman.

Strategic Plan

Edits were collected from all members of the ELC and compiled into a second draft. A campus-wide committee was formed to assist with the review and development of the plan.

Enrollment Reporting

We continued working with a number of offices to finalize fall enrollment. Current enrollment reports were published in the ELC dashboard folder.

Project Updates

We continued facilitating conversations regarding development of space for Student Services (Neves) and relocation of academics and academic success, as well as the creation of a coffee shop (Averyt/Wood). We also facilitated several meetings to review funding plans for current projects.

Greer Operations

Efforts were directed toward forming a leadership development program, which grew out of the informal meetings of young leaders. We worked with HisRadio to brand their RV with the NGU logo. Numerous meetings were hosted on campus, including:

- Greer Police Department Drone Training
- Academic Planning Retreat
- College of Wellness & Sport Professions Leadership Retreat
- Meals on Wheels
- Title IX Committee
- BLT
- PA Mission Meeting

Quarter 2

Vice President for Enrollment and Marketing/Communication

Interest in the position built quickly, with nearly 80 prospects resulting in more than a dozen applicants. Offsite interviews were conducted with a number of individuals; six of whom looked to be strong candidates. One candidate made an on-campus visit in November.

Campus Master Plan Selection Committee

The committee interviewed four finalists. The committee met on October 16 to discuss the interviews and selected Derck & Edson to recommend to the Board of Trustees at the October 24 meeting. The recommendation was unanimously approved and work immediately commenced with data collection coordination calls in November.

NGU2025

The final draft of the strategic plan was developed. *NGU2025: Foundations for the Future* was presented and unanimously approved by the Board of Trustees at the October 24 Board of Trustees meeting. It was subsequently released to the NGU community via the portal, and then in print version.

Greer Operations

A primary classroom was up-fitted, providing a more flexible and efficient environment for academic excellence. An admissions conference room was created. A campus beautification project was launched in November. NGU Greer continued to partner with the City of Greer through multiple community service opportunities and representation on boards, including: Greater Greer Chamber of Commerce; Greer Relief; and Greer Cultural Arts Council.

Tigerville Operations

An evaluation of the campus store was completed. It was determined that the textbook sales portion of the campus store was not sustainable in its current format. Alternative approaches were researched, resulting in a recommendation to pursue a partnership with Tree of Life. ARAMARK sustainability initiative was launched to replace Styrofoam take-out boxes with a reusable alternative. In November, NGU hosted the JV and Varsity championship games for the Pioneer Football League, a regional homeschool tackle football league.

Quarter 3

Strategic Plan

Objectives were assigned and distributed to members of the ELC. The ELC was asked to submit action plans for each objective. The glossy version of the plan was distributed to the Board of Trustees and ELC at the February 20, 2020 meeting; it is also available through the portal. Webpages promoting NGU2025 were developed.

Campus Master Plan

Preparatory meetings with D&E were completed the week of November 18. Data was collected and returned and the official kickoff meetings were held December 10-12. On-campus follow-up meetings with Derck & Edson were facilitated February 10-12. The meetings were very productive and generated much positive feedback.

Vice President for Enrollment and Marketing/Communication

We facilitated an on campus interview on December 2 with Mr. Michael White, from Bluefield College. An invitation was extended and Michael accepted with a February start date, although Michael began onboarding and providing leadership to the team in January.

Neves Project

The construction contract to provide renovated and consolidated space for Student Services was executed in January. The work commenced the first week of February, with a projected July finishing date. A second project was commissioned at the same time; the scope included a complete refurbishment of the three classrooms located on the same floor as the Student Services renovation.

Greer Operations

Numerous campus enhancement projects were completed, including: creation of a 'landing pad' office for faculty and staff and an executive office for visiting administrators from the Tigerville campus; and painting and refreshing of the large and small conference rooms. The security system was upgraded and night locks were installed. The first ever Tim Brashier Campus Person of the Year award was given to Mrs. Suzanne Sellers. The South Carolina Baptist Convention trustee training was held on campus in February.

Tigerville Operations

A contract with Tree of Life was executed in December; onboarding began in January. Book adoptions were scheduled for February. Data mapping and process flows were created. Tigerville Operations hosted a USA Weightlifting Level 1 Coaches Certification course at the Younts Fitness Center.

Quarter 4

COVID-19 Response Team

In an effort to coordinate the university's response to the pandemic, we formed a cross-campus task team, which began meeting regularly in early March. The focus of the team was directed towards support of the University's modified operations for the duration of the spring semester, and then shifted to preparing for the reopening of the campus to employees and then to students in the fall. The team typically met twice weekly, and always via Zoom.

Campus Master Plan

Unfortunately, due to COVID-19, we decided to pause the project indefinitely. The Derck & Edson representatives were very understanding.

Summer 20 Projects

Efforts were directed toward facilitating completion of a number of summer projects, including:

- Expansion of IT Infrastructure
- Complete Student Services project
- Freshen up specific residence halls
- Enhance Mission Control in Craft Hemphill
- Create site for Clinic and Mental Health Services
- Add an Emergency Response System
- Prepare for move into Neves

Partnership Support

We facilitated conversations with Legacy Early College regarding the development of a dual enrollment partnership agreement, effective FA20. We also initiated conversation with [OneLifeX](#) regarding a partnership agreement, also effective FA20.

Greer Operations

Operations shifted early on to supporting primarily online learning. The campus hosted pick up and drop off for NGU Post Card Distribution. A National Day of Prayer event was held in early May. We participated in Mayor Danner's Racial Reconciliation Conversation with area leaders and pastors.

Tigerville Operations

Tree of Life extended an offer to provide students free digital textbooks during the duration of the spring semester. Campus security took on additional responsibility as access to the campus was restricted during much of the quarter. A search for a new director for campus security was initiated.

Provost and Dean of the University Faculty

Dr. Nathan Finn

Quarter 1

Faculty Matters

Faculty Leadership

New elected faculty leadership for the 2019-2020 academic year began their service in August 2019. Christina Eddy (Biology) served as Faculty Chair and Jan Foster (Biology) served as the Vice Chair. In addition to these elected faculty leaders, Ronald Marks (Chemistry) was appointed Faculty Liaison for ROTC in August 2019.

Faculty Hires

We began the Fall 2019 semester with 152 full-time faculty members. The following faculty members were appointed between June and August 2019:

- David Bell, Instructor of History and Coordinator of Social Studies Education (Aug 2019)
- Amy Burke, Visiting Instructor of Chemistry (Aug 2019)
- Web Drake, Dean of the College of Communication and Fine Arts and Professor of Communication (Jun 2019)
- Cheryl Ledford, Instructor of Communication (Aug 2019)

- Richard Martinez, Associate Dean of Undergraduate Programs in the College of Business and Entrepreneurship and Distinguished Professor of Management (Jun 2019)
- Amy Maurer, Assistant Professor of PA-Medicine (Jun 2019)
- Jill Pfister, Visiting Instructor of Health Science (Aug 2019)
- Thomas Willoughby, Assistant Professor of Christian Studies (Aug 2019)

Academic Initiatives

Distinguished Professor Program

In August 2019, we launched the Distinguished Professor Program to recognize exemplary professors and attract world-class scholars to our faculty. The inaugural class of Distinguished Professors included the following faculty members:

- Jill Branyon, Distinguished Professor of Education
- Greg Bruce, Distinguished Professor of English
- Kenneth Hemphill, Distinguished Professor of Christian Studies
- Richard Martinez, Distinguished Professor of Management

Center for Faculty Excellence

In August 2019, the Center for Teaching Excellence was renamed the Center for Faculty Excellence (CFE). Under the leadership of Director Donny Mathis (Christian Studies), the CFE began piloting a new faculty onboarding program titled Faculty Essentials, which included monthly discussions on topics such as the spiritual life of a professor, the integration of faith and learning, classroom teaching, research and scholarship, and faculty service.

Academic Programs

Programs Launched

We launched two new academic programs in August 2019. The B.A. in Communication was approved in the spring of 2019 and is offered by the School of Communication in the College of Communication and Fine Arts. The Minor in Global Studies was approved in the spring of 2019 and is offered by the Institute for Global Leadership.

Quarter 2

Faculty Matters

Faculty Lectures / Academic Events

On September 9-11, 2020, the university hosted its annual Global Impact Week. The speaker was Nathan Bramsen, Executive Director of Rock International.

On September 17, 2019, Rep. Garry Smith (adjunct, Political Science) delivered the annual Constitution Day Lecture. His topic was "Christ, the Constitution, and the Kingdoms of Men."

On October 8, 2019, Dr. Angela Bullard (English) delivered the fall Faculty Lecture. Her topic was “Incorporating Film and Other Media into the Humanities Classroom.”

On October 31, 2019, the College of Business and Entrepreneurship hosted the first event in their inaugural Christian Business Leaders series. The theme was “Business as Ministry: Truth or Fiction?” The two keynote speakers were Bob Pruitt from Alliance Defending Freedom and Chris Patton from His Way at Work.

Academic Initiatives

Academic Handbook

The new Academic Handbook was published in October 2019. Prior to this time, the information contained in the Academic Handbook was included in the Employee Handbook. The Academic Handbook is now considered an additional document for faculty that complements the Employee Handbook that applies to all university employees.

Office of Academic Administration

Academic Partnerships

The university entered into a strategic partnership with the Impact 360 Institute in Pine Mountain, GA. The heart of the partnership was a new Master of Arts in Leadership, which will be offered on the Impact 360 Institute campus for students who are part of their Masters Experience. The university also entered into articulation agreements with Greenville Technical College (Physical Education K-12) and Georgetown-Horry Technical College (Criminal Justice).

Accreditation

SACSCOC

Our compliance certification was submitted to SACSCOC ahead of the September 10, 2019 deadline. In November 2019, we received the findings of our SACSCOC off-site committee, to which we responded in February 2020.

Quarter 3

Graduation

The university graduated 187 students in December 2019, including the first five graduates in our Doctor of Education program.

Faculty Matters

Faculty Leadership

In December 2019, Jeff Briggs resigned as Dean of the College of Wellness and Sport Professions, Chair of the Department of Sport Management, and Faculty Athletic Representative. Linwood Hagin began serving as Interim Dean of the College of Wellness

and Sport Professions in January 2020. Jeff Williams (Health Science) was appointed Faculty Athletic Representative in January 2020.

Faculty Hires

We began the Spring 2020 semester with 149 full-time faculty members. In January, Megan Hollifield was appointed Instructor of Music Worship Studies.

Faculty Lectures / Academic Events

On January 21, 2020, Dr. Lillane Toss (Languages) delivered the spring Faculty Lecture. Her topic was “The Revolutions of 1968 in French Novels.”

Academic Initiatives

Affiliated Faculty Program

In February 2020, the Office of Academic Administration announced the Affiliated Faculty Program to attract strategic part-time professors to our faculty who are leaders in their respective fields. The inaugural class of Affiliated Professors will join the faculty in the 2020-2021 academic year.

Approved Programs

The Master of Arts in Leadership was approved by the university faculty in January 2020. The program will be offered by the Institute for Global Leadership in partnership with the Impact 360 Institute in Pine Mountain, GA. The program is awaiting formal approval from SACSCOC.

Program Revisions

A revision to the Honors Scholars Program was approved by the university faculty in December 2019. We will now offer an 18-hour Minor in Honors. In the future, the Honors Scholar Program will be further revised into an alternative core curriculum for qualified students.

A revision to the traditional undergraduate business programs was approved by the university faculty in February 2020. Four different Bachelor of Science degrees have been combined into a single Bachelor of Business Administration with four majors: Accounting, General Business, Management, and Marketing. This revision aligns our business program with best practice in the field.

A revision to the General Studies program was approved by the university faculty in February 2020. The program has shifted from an online-only Bachelor of Arts to a Bachelor of General Studies that is offered both online and on-campus. This change results in a flexible “completion” degree for all undergraduate students who need to graduate but face various curricular challenges in other programs.

Office of Academic Administration

In January 2020, the Office of Academic Affairs was renamed the Office of Academic Administration and relocated from Neves Hall to a house located at 75 Blackwell Road.

Accreditation

SACSCOC

In February 2020, we submitted our Quality Enhancement Plan (QEP) to SACSOC. The QEP is titled "Promoting Student Success among First-Generation College Students."

ARC-PA

In January 2020, we submitted a response to ARC-PA's findings from their on-site visit from April 2019.

Quarter 4

Graduation

The university graduated 276 students in May 2020, though the ceremony was cancelled due to COVID-19.

Faculty Matters

Faculty Leadership

At the April 2020 university faculty meeting, Dr. Foster was elected Faculty Chair and Mike Weaver (Music) was elected Vice Chair for the 2020-2021 academic year.

Faculty Lectures / Academic Events

On March 9-11, 2020, the university hosted its annual Worldview Week. The speakers were Bill Brown from the Colson Center for Christian Worldview and Jonathan Morrow from the Impact 360 Institute.

Faculty Recognitions

In April 2020, Melissa Cruver (Education) was selected as our 2019-2020 recipient of the SCICU Excellence in Teaching Award. SCICU recognizes one instructor every year from each of its member schools.

In April 2020, Robert Gaddis (Psychology) was selected as our 2019-2020 faculty recipient of the Lamar Chapman Service Award. The Chapman Award is awarded to an exemplary faculty and staff member each year.

Academic Programs

Approved Programs

The Bachelor of Science in Cybersecurity was approved by the university faculty in April 2020. It will be offered by the School of Science and Math in the College of Humanities and Sciences. The program is awaiting formal approval from SACSCOC.

Office of Academic Administration

Academic Reorganization

In March 2020 the Office of Academic Administration announced the following reorganization of academic units. The reorganization took effect on June 1, 2020.

- The College of Wellness and Sport Professions was dissolved.
- The College of Business and Entrepreneurship now houses the Department of Sport Management.
- The School of Humanities and the School of Social and Behavioral Sciences were combined into the School of Humanities and Social Science within the College of Humanities and Sciences.
- Cheryl Collier serves as associate dean of the School of Humanities and Social Science.
- The School of Health and Wellness was created to house the Departments of Health Science, Psychology, Physical Education, and Outdoor Leadership.
- Christine Haltiwanger serves as associate dean of the School of Health and Wellness
- The School of Allied Health Professions was created to house the Department of PA Medicine and future graduate programs in related fields.
- Jordan Hairr serves as associate dean of the School of Allied Health Professions.

Academic Partnerships

The University added new dual enrollment partnerships with Upstate Homeschool Co-Op and OneLifeX. The university also updated its dual enrollment partnership with Legacy Middle College.

COVID-19 Contingency Planning

Academic Leadership

The full Academic Council met weekly from mid-March 2020 through May 2020 via Microsoft Teams. That group includes the members of the Council of Deans as well as leaders from Student Success, eLearning, the Library, and the Registrar's Office. The group was expanded to include the associate deans beginning in June 2020, continuing to meet most weeks during the summer via Teams.

Four members of the Academic Council served on the COVID-19 Response Team: Linwood Hagin (Associate Provost for Undergraduate Programs and Academic Administration), Vlad Sabou (Assistant Vice President for Student Success and Retention), Lena Maslennikova

(Associate Vice President for NGUonline / Director of the eLearning Center), and Jordan Hairr (Associate Dean of the School of Allied Health Professions). Erin Wolfe (Assistant Director of the Institute for Global Leadership) also represented academics. The Provost also participated in meetings on an as-needed basis.

Instruction

Because of the COVID-19 crisis, on March 18, 2020, the university shifted all in-person instruction to remote instruction online via Blackboard. The faculty spent almost ten days preparing for the transition with the assistance of the eLearning Center and faculty members with expertise in online instruction. During the weeks that instruction was offered online, the university also adopted various temporary policies or altered existing policies to help the experience go as smoothly as possible. All summer instruction was also offered remotely, with the exception of the PA Medicine program, which resumed limited in-person instruction at the Tim Brashier Campus in June 2020.

eLearning Center

The eLearning Center produced numerous resources to assist faculty with online instruction during the second half of the spring semester. The eLearning Center also assisted faculty in designing new online courses to be taught during the summer terms. The eLearning Center revised its Blackboard certification process to make it more nimble and accessible to faculty.

Student Success

The Center for Student Success offered online tutoring during the second half of the spring semester. Center personnel also connected regularly with at-risk students via email and phone, often at the request of faculty members. The Center also handled all accommodation requests through a new online form and via email and phone.

The Center for Student Success also provided oversight to a new university-wide initiative called NGUcares. The program was developed by the COVID-19 Response Team as a way to encourage students over the summer and assist with student success and retention. Every undergraduate student at NGU was assigned a staff member who maintained contact with the student during the summer months. Over twenty staff members from across the university were directly involved in NGUcares last summer.

Accreditation

SACSCOC

Our on-site visit scheduled for March 24-26, 2020, was cancelled due to COVID-19. The on-site visit has been rescheduled for February 22-25, 2021. In addition, the QEP will not be fully implemented in 2020-2021 due to the postponement of our on-site visit from SACSCOC.

ARC-PA

Our on-site visit scheduled for April 16-17, 2020 was rescheduled as a virtual site visit, which took place on July 16-17, 2020. We have responded to the latest round of findings and await a final determination, which is forthcoming late fall 2020.

Interim Senior Vice President for Finance

Mr. Mike Stowell

The following is a chronology summary of major activities undertaken by the Business Office over the course of the fiscal year.

Quarter 1

Fiscal Year 2019 Audit

The audit began with an initial site visit, in June, by Capin Crouse to examine the university's internal controls. A month later a second site visit was conducted to review the university's financial data. Throughout July and August, the business office worked with Capin Crouse to provide additional information for the financial audit.

Jenzabar Fixed Asset Module

During the first quarter of the fiscal year the business office transitioned from using excel worksheet to track fixed assets to using Jenzabar. Among the benefits of this approach is the enhanced ability to do monthly calculations of depreciation.

Retirement Plan Changes

Work during the first quarter lead to the implementation of certain changes that took effect on September 1, 2019. These changes included contributing 2% of employee base salary to the Guidestone 403(b) plan. With the reinstatement of this benefit, a three-year vesting schedule was introduced. In addition, the plan was transitioned from a 403(b)(9) to a 403(b)(7) plan. The ability to participate was enhanced by allowing employee contributions after one full month of employment.

Policy Change

The business office collaborated with Academic administration to develop a policy that would limit the number of out of state hires to certain states.

Quarter 2

Financial Audit

A draft of the fiscal year 2019 audit was completed and presented to the Executive Committee of the Board of Trustees in September. In October, the audit was finalized and the audit firm, Capin Crouse, reported at the October Board meeting.

Jenzabar Budget Module

Progress was made on the implementation of the Budget Module of Jenzabar. All general ledger accounts were assigned to budget worksheets and work began on assigning permissions to the appropriate users. Among other things, the module will allow each manager to see real time activity and available budgets. Progress continued in October on assigning user permissions and implementing the Jenzabar budget module. Loading of all budget information and assignment of budget managers was completed in November. All budget information, including real-time reporting of actual expenses, was made available to budget managers.

Revised Fiscal Year 2020 Budget

With enrollment numbers finalized, work was done to adjust the fiscal year 2020 budget to align with the revised revenue expectations. A draft of the revised budget was presented to the Executive Committee of the Board of Trustees. The revision incorporated savings from vacant positions that were not anticipated to be filled until later in the year. In addition, efforts were made to identify an additional \$450,000 in operational savings.

Fiscal Year 2021 Budget

Work commenced on fiscal year 2021 budget, as well as establishing the recommended tuition and fee rates. The current enrollment numbers will be used as a baseline. It was anticipated that there would be little room for operational increases.

Flex Benefits Administrator

Due to issues with the current third-party administrator of the university's flex benefits, several replacement candidates were interviewed. A recommendation was made to move the administration of the flex spending benefits to McGriff, effective at the beginning of the 2020 calendar year. The agreement with McGriff was finalized in November. In preparation for the January 1, 2020 transition, McGriff representatives were on campus from November 18 through November 20, to assist with open enrollment and answer employee questions.

2020-21 Tuition and Fees

The proposed tuition and fee structure for the 2020-21 academic year was proposed and accepted at the October Board meeting.

Procedures and Policies

The Business Office began working on updating policies and procedures. The work began with the policy concerning "Charitable Donations by North Greenville University to Other Charitable Organizations"

Quarter 3

SACSCOC

Michelle Sabou served as a Special Reader for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Committees on Compliance and Reports (C&R) in preparation for the annual meeting. This provided a look at what goes on behind the scenes with schools that are on monitoring, warning, and probation.

Athletic Audit

In preparation of the NCAA audit due in January of 2020, the Business Office and Athletics worked to compile the requisite information.

Trademark

Application was made to renew our trademark of the name “North Greenville University.” Work was also done to renew other existing marks and apply for new marks for the university.

Budget process

The process of creating the fiscal year 2021 budget began. Worksheets were provided to allow management to propose year-over-year changes.

Jenzabar Purchasing Module

Campus Enhancement Services, Information Technology, and Student Engagement began using the online purchasing module to submit requisitions. Implementation was scheduled to continue with Academics and Student Services. The goal was to have all departments using the purchasing module by the start of the next fiscal year.

Human Resources

Employees were made aware of the new Internal Revenue Service tax withholding estimator. A project was initiated to review and revise the Employee Handbook.

Fiscal Year 2021 Budget

Work continued on the FY21 budget. The budget was revised based on new projections and input from the Executive Leadership Council. The Finance Committee reviewed the draft budget at their February meeting, after which, additional work was done to arrive at a final budget.

Quarter 4

Budget

Efforts to assess the impact of COVID-19 on this year’s budget and next year’s budget continued. Among other considerations, the analysis examined the impact of potential refunds as well as the possibility of significantly lower enrollment in the fall. Other major considerations included the reduction in summer camp revenue, the need to negotiate an

arrangement with Aramark for a reduction in service, and the possibility of stimulus funds. In May, revisions on the fiscal year 2021 budget were made and the budget was finalized for adoption at the June meeting of the Board of Trustees.

Purchasing policies

Three new policies were introduced: purchasing, travel/expenses, and purchasing gift cards. While the policy content largely reduced current practice to writing, significant changes included the elimination of purchasing gift cards intended to be given to employees, consistent guidelines on meal allowances when traveling, and clarification that off-campus meals cannot be purchased for staff meetings, other than the occasional retreat.

Human Resources

Employees were granted administrative leave while on reserve, with the understanding that this practice will have to be revisited continually during the COVID-19 pandemic.

Senior Campus Pastor

Dr. Steve Crouse

Quarter 1

- Transitioned to the role of Senior Campus Pastor/Chief Spiritual Formation Officer (SCP).
- Prepared to implement the work of the Spiritual Formation Task Force.
- Developed Faculty/Staff Spiritual Formation Survey tool.
- Began work on the Student Spiritual Formation Survey tool.
- Prayed for direction regarding spiritual formation workshops.
- Focused on developing a spiritual formation strategy in light of the developing NGU 2025 document.

Joyful Sound began meeting as a pilot group for spiritual formation addressing issues related to progressive sanctification. The teams are studying personal holiness, the Baptist Faith and Message 2000, developing a Christian worldview, Ephesians, Jonah, Acts, and Jerry Bridges' book, *The Pursuit of Holiness*.

Quarter 2

The SCP led a seminar on the "Spiritual Life of the Faculty Member" through the Center for Faculty Excellence at their first meeting of the academic year on the Tigerville Campus. The conversation was focused on spiritual disciplines, temptations, and a spiritual formation self-assessment tool. Fifteen faculty members attended.

The SCP began spiritual formation conversations with campus leadership including John Duncan, Jeffrey Rankin, and Greg Bruce. In October, the SCP continued spiritual formation conversations with Jody Jennings, Paul Thompson, Mick Daniel, Rich Grimm, Constance

Wright, Michelle Sabou, Jan McDonald, Rachael Russiaky, Web Drake, Walter Johnson, and Justin Pitts. The SCP continued spiritual formation conversations with Marty O’Gwynn and Justin Brown in November.

The SCP attended a workshop on spiritual awakening and prayer sponsored by the SCBC led by Bill Elliff.

The SCP attended the Southeastern Baptist Theological Seminary / 9 Marks Conference on prayer at Wake Forest, NC, September 26-28, 2019.

Faculty/Staff Spiritual Formation Survey

The 2019 Faculty/Staff Spiritual Formation survey was administered online October 4-25 with 199 respondents.

- All but one respondent have been Christians for more than 10 years. While this number reflects that most believers receive Christ before finishing high school and the median age of the respondents, one would expect that spiritual maturity would be high on our campus.
- I have some concerns that 6.5% of the respondents are not members of a local church. I’m not sure how many of these are new to our area and have not yet settled into a church. It raises the question of how we can better connect employees with local churches.
- I was surprised that only 52.3% of the respondents are connected to Southern Baptist churches. While the diversity is positive, Jimmy Draper wrote an article some years ago attributing the drift of South Baptist schools to the fact that their employees had dropped below the 50% level regarding their connection to the SBC. I have at least a mild concern here.
- It was encouraging to see that 84.5% pray daily or very often. Prayer must be taught from both an experiential and theological perspective. 93.5% are highly satisfied or somewhat satisfied with their involvement in private prayer.
- While 82.9% read their Bibles always, very often, or often, I am concerned about the role of the Scriptures in spiritual formation among those who read the Bible less often. The application of biblical principles is 98.5%, but if Bible reading is rated lower, how intentional are we in applying biblical principles?
- The respondents indicated they participate in gospel conversations with others. This response supports the generally accepted position that our employees care about evangelism in a great way.
- While the respondents indicated a high degree of a sense of God’s presence in their lives (89.5% responded as always or very often), this seems to be incongruent with their sense of God’s presence when they pray.
- Only 52.2% (always, very often, often) are satisfied with their devotion practices. It appears our employees want to be consistent in their devotional practices, but many lack the spiritual discipline to put their desires into actions. However, 90.5% (always,

very often, or often) feel that their devotional lives impact their daily conduct in a positive way.

- Accountability (45.8% responded always, very often, or often) and scripture memory (33.7% responded always, very often, or often) are two areas with room for growth. Nonetheless, 61.3% are highly satisfied or somewhat satisfied with their practice of scripture memory. Our employees need to be encouraged and trained in these aspects of spiritual formation.
- In regard to fasting, 38.7% are not involved. Further training in the spiritual disciplines is needed.

The Baptist Convention of New England (BCNE)

The SCP accompanied Joyful Sound, who led all the worship music at the Baptist Convention of New England's annual meeting, November 1-2, 2019. The team was hosted on Wednesday night by the Send City Missionary for Boston, David Butler.

The Convention was in New Hampshire. Several former NGU students are serving as pastors and church planters in New England. Tim Owens, who attended NGU in the 1990s, has been president of the BCNE for the last two years. He planted a church in Vermont four years ago that now has two sites with an average attendance of over 400. Tim is the lead pastor. Erik Maloy is the lead pastor at First Church in Charlestown in the Boston area. The church is approaching its 400th birthday. The third pastor was John Harvard. Originally a congregational church, it played a part in establishing Harvard University. The church was a unitarian church before Erik started a revitalization re-start as a Baptist church. Lyandon Warren is also a pastor in the BCNE. Recent graduates, Logan and Katie Loveday are serving at Hope Community Church in Newburyport, MA. Katie is the daughter of Terry Dorsett, the Executive Director of the BCNE.

The South Carolina Baptist Convention (SCBC)

The SCBC was well attended and transgenerational in nature. It was great to see high school and college students at the closing service.

NGU alumnus Bryant Sims exhibited true statesmanship in his leadership as President of the convention. The convention focused on our work together for the kingdom of God.

Joyful Sound did a great job leading worship at the convention. They were well received.

The modified convention schedule made it difficult for NGU to host a meal for alumni and friends. The event, however, at Bethlehem Baptist Church had a lot of positive energy and was well attended considering the schedule restraints.

NGU graduate Josh Powell assumed the role of President at the conclusion of the meeting.

The SCBC elected the first African American Convention President, Alex Sands, who will follow Josh Powell. Alex's wife, Shana, was also elected as the first African American member of the NGU Board of Trustees. Her term began in January 2020.

Many people stated that they had never left a SCBC meeting as encouraged as they were in Spartanburg. The convention is focusing on the future.

The SCP accepted an invitation to serve on the SCBC Bylaws Study Committee. The group recommended several changes to the organizational structure of the convention. There were no changes related to the trustee selection process. Marshall Blalock chaired this committee.

Quarter 3

The SCP led a spiritual formation lunch and learn workshop on the Brashier Campus with 12 people attending, focusing on spiritual disciplines, temptations, and a spiritual formation self-assessment tool. The conversation was very interactive with strong participation by the attendees.

Travis Agnew, Chair of the Board of Trustees, led two identical seminars on Discipleship Distinctives for faculty and staff. Fifty-five people attended.

The SCP is exploring ways to increase spiritual formation through the NGU website, providing resources and apps to assist spiritual growth.

NGU was represented by several staff members at Conclave 2020 (an annual leadership conference sponsored by seven state Baptist conventions).

The SCP and other NGU staff members attended the Jacksonville Pastors Conference in Jacksonville, FL. Attendance was down and the commitment of the current leadership of the church for the conference seemed low. Taking into account the church's financial challenges, it appears that the 2020 conference might have been the last Pastors Conference at FBC-Jacksonville.

The SCP represented NGU at the SCBC sponsored solemn assembly in Columbia with Ronnie Floyd, President of the Executive Committee of the SBC. The attendees spent five hours in prayer, confessing and repenting of personal sin, the sins of our nation, and the sins of the church and denomination. There was also an emphasis of praying for spiritual awakening on our campuses, in our churches, and throughout our denomination. The SCP is exploring ways of deepening the prayer focus at NGU.

The Board of Directors of the CMSF interviewed applicants and awarded scholarships to 18 students.

Student Spiritual Formation Survey

The 2019-2020 Student Spiritual Formation survey was administered 1/27/20 through 2/17/20 with 521 respondents.

- Freshmen 116, Sophomore 126, Junior 136, Senior 119, Masters 16, Doctoral 6
- Resident students 375, Commuters 113, Online 34
- 98% of the respondents claim to be Christians; 85% have been Christians more than five years

- 60% Southern Baptists, 21% Non-denominational
- 48.3% agree/strongly agree(A/SA) that church membership is important for spiritual growth; 28% disagree/strongly (D/SD) disagree/strongly disagree
- 54% A/SA that regular church attendance (at least twice a month) is important; 40.7% D/SD
- 51% A/SA that Christians should tithe at least 10% of their income to the work of the Lord; 38.4% D/SD
- 51% A/SA that they meet regularly with someone who holds them accountable spiritually; 28.6% D/SD
- 51.3% A/SA that they pray several times a week; 31% D/SD
- 51.6% A/SA that they read their Bible most every day; 28% D/SD
- 48.4% A/SA that they memorize Scripture; 23.5% D/SD
- 53% A/SA that they participate in short-term mission projects; 33% D/SD
- 37.7% A/SA regularly share their faith; 25% D/SD
- 55% A/SA that they apply the Bible to their lives; 34% D/SD
- 52% A/SA that they regularly confess their sins to God; 33% D/SD
- 52% A/SA that they have a real sense of God’s presence in their lives; 31% D/SD
- 54.3% A/SA that their lives have purpose and meaning; 33% D/SD
- 40% are satisfied with their devotional lives; 29.2% are not
- 77.7% are highly satisfied or somewhat satisfied (HS/SS) with Bible study practices; 5% are not involved
- 50.4% are HS/SS with Scripture memory; 8% are not involved
- 84% are HS/SS with their private prayer lives; 2% are not involved
- 21% are HS/SS with fasting; 37.3% are not involved
- 86% are HS/SS with their involvement in serving others; 3% are not involved
- 2/20/10—The SCP represented NGU at the SCBC Impact Conference at Shandon Baptist Church, Columbia, SC

Quarter 4

The SCP reached out to faculty, staff, students, and retired employees to help them stay connected during the time of the Governor’s Executive Order to stay at home due to the Covid-19 outbreak through texts, Facebook messages, emails, and phone calls.

Brief videos of encouragement were produced for faculty, staff, alumni, current students, and prospective students.

The Pastoral Ministries Team (Larry McDonald, Mike Landrum, Jody Jennings, Justin Brown, Joshua Gilmore, Ruth McWhite, Allen McWhite, Tom Willoughby, Frankie Melton, and Erin Wolfe) helped contact all NGU employees to encourage and pray with them.

Common needs among faculty and staff that have surfaced include finding new rhythms for life and balancing work and family while adjusting to remote, online instruction as well as

virtual meetings. Everyone seems to be adjusting to the changes well, but the stresses of the changes are also evident. Our common trust in Christ is a great comfort and strength.

The SCP encouraged everyone to make time with God in prayer and Bible study a top priority. The practice of these spiritual disciplines will offer strength, courage, comfort, direction, guidance, and joy to our lives under any circumstances, but particularly in the midst of this pandemic.

The SCP began meeting with the Executive Leadership Council individually, on a weekly basis, for encouragement, support, and prayer.

The campus prayer email provides needs and opportunities to pray for those who are going through difficult times.

The Weekly Walk devotions offer encouragement and point to opportunities for spiritual formation.

The Together for the Gospel conference in Louisville, KY, was cancelled due to the pandemic.

The CMSF moved to a virtual meeting on April 21 due to the pandemic. There were approximately 30 participants. The meeting was recorded and a link was sent to all CMSF members. There were 181 active members during the current fiscal year. The corpus of the CMSF is \$4,275,652.35.

Many faculty and staff are struggling with child care challenges due to erratic public school schedules, fear of the virus, fears about the divisions in our nation, the presidential election, the protests, the violence and destruction, etc. The SCP continues to have conversations and prayers with many faculty and staff members.

The SCP worked with Justin Pitts to organize a National Day of Prayer drive-in event at the Tim Brashier Campus. The event partnered with His Radio and enjoyed good participation. Program personalities included Dr. Gene Fant, Dr. Tony Beam, Dr. Travis Agnew, Dr. Steve Crouse, Rob Dempsey and Lizz Ryals from His Radio, and Rev. Benny Durham. Prayer was offered for our nation and national leaders, the re-gathering of churches and NGU, students and the impact of the pandemic, the community, accurate communication about the pandemic, and for workers on the front lines, the loss of life, and those who have Covid-19.

The SCP attended memorial services for Daphne Moore, Ralph Johnson, and Jo Dee Jolliff's husband.

Vice President for Campus Enhancement Services

Mr. Mick Daniel

Quarter 1

Safety

- Added 22 LED light poles between Taylor Street and N. Tigerville Road

KPI

- High priority (completed in less than 7 days) **97%**
- Medium priority (completed in less than 30 days) **93%**
- PM's (completed on time) **98.7%**

Construction/Maintenance highlights

- Remodeled Lodge "C"
- Created an additional parking area behind Crain Science
- Enhanced the parking area in front of Turner Chapel
- Installed a new roof at our 199 Hunt facility in Greer
- Refinished the exterior of our large guest cabin
- Installed new HVAC controls in Hayes Fine Arts
- Installed new curbs behind Bruce Hall (male dorm)

Quarter 2

Safety

- Added 11 LED light poles along sidewalk on N. Tigerville Road
- Installed a new 8" water line to serve two new fire hydrants near George Bomar Family Stadium

KPI

- High priority (completed in less than 7 days) **94.7%**
- Medium priority (completed in less than 30 days) **93%**
- PM's (completed on time) **98.7%**

Construction/Maintenance highlights

- Installed exterior shutters at 9 Blackwell (President's house)
- Remodeled 48 Blackwell (home to the provost)
- Remodeled Tuttle Clinic to serve as our new Information Technology Services facility
- Removed the hedge line around the perimeter of the Tim Brashier Campus

Miscellaneous

- Reassigned the university transportation department. Transportation now managed by CES.

Quarter 3

Safety

- In an effort to reduce speeding and provide a safe environment for our residents on Blackwell Road, we had Greenville County add three speed humps.

KPI

- High priority (completed in less than 7 days) **89%**
- Medium priority (completed in less than 30 days) **89%**
- PM's (completed on time) **90%**

Construction/Maintenance highlights

- Constructed an office for the women's basketball coaching staff
- Refinished the interior of our small guest cabin
- Completed a new hospitality suite at our baseball field, now known as the "George Bomar Family Stadium"

Quarter 4

Safety

- Replaced 71 light poles on campus with new LED light poles
- Implemented an asbestos O&M plan

COVID-19

- CES VP and AVP are active members on the university COVID-19 team
- CES has responded to university needs and protocols throughout the pandemic
- Budd Group cleaning routine has changed during the 4th quarter to better serve the university

KPI

- High priority (completed in less than 7 days) **62%**
- Medium priority (completed in less than 30 days) **83%**
- PM's (completed on time) **74%**

Construction/Maintenance highlights

- Remodeled the interior of 75 Blackwell (faculty offices)

Miscellaneous

- We are continuing our talks with ReWa about a possible waste treatment plant on or near our campus.

Vice President for Information Technology Services

Mr. Tim Huggins

In support of North Greenville University's mission, the IT Services Team identified four areas of strategic focus (listed below). This focus has provided our team the opportunity to concentrate efforts to support and leverage technology across the University. In this report, every project or initiative we undertook supports at least one area of strategic focus. I am grateful for the dedicated team members with which I am so blessed to serve.

Student Information System (SIS)

With a successful migration to the Jenzabar EX platform in June 2018, we implemented the following post-migration strategy. First, we continued through an entire initial year of the SIS conversion to improve annual processes. Second, we continued to rollout functionality in Jenzabar J1 (formerly EX), such as PO/Requisitions and the Student Life module. Third, the Jenzabar platform continued to be developed and we stayed current on the latest software versions.

IT Standards and Best Practices

During the past 3 years, we have been working to establish IT standards and implement industry best practices to be more efficient and effective in the use of technology. Two initiatives we have recently implemented include a monthly computer patch/update cycle across the university and the second was the approval and release of an up to date Acceptable Use Policy. These policies promoted proper use, better security, and good stewardship of the university's technology resources.

Risk Mitigation including Classroom Continuity/Business Continuity/Disaster Recovery

Identifying and mitigating risks became an increasingly important role for Information Technology. Audit recommendations focused on this area as well. Threats can come from many different sources and we sought to proactively identify and mitigate the most likely risks to our campuses.

Deferred Maintenance

This category isn't overtly strategic by nature. Some progress was made in areas such as classroom technology, but great needs still exist. The reason more was not addressed was due to lack of funding. If not addressed/funded over time, functionality will be impacted.

Quarter 1 & 2

Network and Desktop Services

Areas of Strategic Focus: I – Student Information System, II – IT Standards/Best Practices, III – Risk Remediation for CC/BC/DR, IV – Deferred Maintenance

SF	Completed June through Oct:	SF	Completed June through Oct:
II	Assessed student video programming for cost savings of approx. \$1000/mth.	III	Maintained up time greater than 99.99% in server and switched infrastructure in the last yr
II	Monitored campus-wide internet usage in 2019/20 year.	I,II	Jenzabar infrastructure assessment & tuning was completed. PowerFails 25.0 - upgrade completed
II,IV	Various classroom technology upgrades were completed (see Classroom Tech Progress below)	II,III	Applied mission critical update and new policies to Veeam for audit compliance.
II	Assessed Signage and Camera locations for NGU food services; Implemented 4 cameras and signage at Chick-fil-A location	II,III	Configured Wasabi Cloud Storage as a Cloud backup repository – mitigating Ransomware risks, meeting audit requirements

Information Systems and Business Applications

Areas of Strategic Focus: I – Student Information System, II – IT Standards/Best Practices, III – Risk Remediation for CC/BC/DR, IV – Deferred Maintenance

SF	Completed June through Oct:	SF	Completed June through Oct:
I,II	Facilitated process for refunding with Student Services	I	Developed real time reports and personalized student statements for Check-In

I	Renovated class authorization process used to determine if a student has met the requirements for class attendance	I	Developed online forms for Student Engagement collection of annual and term-based information updates
I	Completed import of student test scores after confirmation stage	I	Implemented online book adoption site for faculty and bookstore staff
I	Online forms and workflow for annual fixed asset audit were completed	II,III	Retired CAMS system
I,II	Assessment of payment gateway vendors was completed	I	Piloted and documented EXi Requisitions and PO functionality with Business Office
I	Data validation, data clean-up, process, and reporting corrections and refinements were completed	I,III	Upgrade to Jenzabar One (J1) was completed

Classroom Technology Progress

The Foster Education Building experienced a complete overhaul of the Academic Technology in classrooms last summer (2019) from the work of our Network Services Team. We were able to upgrade additional areas across campus last summer. [Story](#)

SF	Foster Classroom Technology Upgrades:	SF	
II,IV	New 70" LCD displays were installed with two being touch-capable.	II,IV	Foster Lab was equipped with 25 new computers and monitors as well as a new 80" Promethean Board.
II,IV	Students with specific Intro to IT classes as well as Education Majors taking Instructional Technology immediately benefitted.	II,IV	Outside of scheduled class times, all students gained access the lab for classwork and printing.

SF	Other Classroom Technology Upgrades:	SF	
II,IV	Runion Fine Arts Lab with 16 new Mac Computers and Monitors	II,IV	Crain 111 Computer Lab with a new HD Projector and 120" diagonal screen.
II,IV	Music theory and history students, as well as Worship Arts Administration students enjoyed a new 70" LCD Touch-capable screen in M10 and M11 in Hayes Fine Arts.	II,IV	Each upgraded room supports upgraded resolution and 2x brighter displays while reducing operating costs.
II,IV	Upgraded classroom technology in 6 classrooms of AV-Wood.	II,IV	We can now remotely monitor and proactively replace bulbs.

Summary points (Good progress, but still much to do):

Total classroom count is: 76 66 at Tigerville 10 at Greer	Tigerville classroom update status: 18 have had some type of update (1/3 approx.) 48 have not been updated (2/3 approx.)
Greer Campus: Classrooms are presently up to date. Average age of classroom gear is under 3 years.	Tigerville Campus: In Classrooms needing updates, the average age of gear is 7 yrs old

Quarter 2 & 3

Network and Desktop Services

Areas of Strategic Focus: I – Student Information System, II – IT Standards/Best Practices, III – Risk Remediation for CC/BC/DR, IV – Deferred Maintenance

SF	Completed October through February:	SF	Completed October through February:
II	The IT Services Department moved to the newly renovated IT Services	II	Provided support to Registration and orientation events with infrastructure and human resource

	<p>building (formerly Tuttle clinic) with no down time. The move was planned for 2 days, but took 1 day. We are grateful for this newly renovated building which will offer a fresh, new technology support facility for our campus community. (See picture)</p>		<p>provisioning, held student onboarding sessions, and extended support hours to assist students during the term start.</p>
II	<p>Assisted multiple departments with office moves and classroom/testing room updates.</p>	II	<p>Provided support for Faculty & Staff needs during Spring term startup</p>
II,IV	<p>Various classroom technology upgrades (see Classroom Tech Progress below)</p>	II	<p>Maintained up time greater than 99.985% in server and switched infrastructure in the last yr</p>
II,III	<p>In the Fall term, threats to/through the University email system increased exponentially. On Oct 2nd, spam emails being sent reached a max of nearly 500,000 messages in one day.</p>	II	<p>Deprecated Windows 7 from NGU computing environment to reduce extended security risk associated with Microsoft ending support for this platform. Out of approximately 800 computing devices in service at NGU only 4 remained un-migrated.</p>
II,III	<p>Created new queries to reduce attack surface of unused existing accounts. Disabled accounts of un-matriculated students with accounts created by policy of making NGU email accounts for all accepted students. Also disabled alumni accounts not used in the 2019 calendar year. Will enable upon request for</p>	II,III	<p>Analyzed the volume of mail flow by sender and used that data to establish normalized trends. Took action to disable compromised accounts outside of usual usage patterns and we have already seen a drop of 300% to outgoing mail and expect further reductions as additional reporting is available. The removal of these compromised accounts should reduce malicious emails inside of NGU network and</p>

	alumni but most accounts show no activity in several years but are vulnerable targets for malicious actor with knowledge of our password convention.		to third parties improving NGU's email reputation.
II	Configured & setup of Microsoft One Drive, Modern Groups, and Teams on limited basis.	II,III	Monitored campus-wide internet usage – postured to proactively respond as NGU needs determine. From our evaluation of use, an internet service upgrade was required
II	Campus Construction Project Engagement: IT Services Building – Near completion Baseball Complex – Near completion Neves Renovations – Projected to start soon	II	Performed proof of concept and proposed a Board of Trustee iPad deployment, MDM, and remote management. Eventual adoption of 25 new assets and ICM plan (install, configure, and maintain).

Information Systems and Business Applications

Areas of Strategic Focus: I – Student Information System, II – IT Standards/Best Practices, III – Risk Remediation for CC/BC/DR, IV – Deferred Maintenance

SF	Completed October through February:	SF	Completed October through February:
I,III	The J1 migration team (select module managers) and IT staff completed the migration from Jenzabar EX to J1. The process of test migrating to the Jenzabar J1 platform began on 11/8 and the final migration was completed on 11/15	I,II	Supported Institutional projects: -Admissions research with CREDO. -Business Intelligence reporting for Admissions, Student Services, Student Life, and Institutional Research
II	Data Warehouse Data Model Design to support	I	Captured Minors and Concentrations from JRM - Added Mapping between

	Institutional and Academic Analytical Reporting was completed		EX and JRM to bring over Concentrations / degrees for Advising
I	Implemented Jenzabar EXi components: Student Life	I	Moved salutations from Prefix to Joint prefix which prevented creation of duplicate records
I	IT Services received various requests for analytical data. This type of reporting required high quality time-stamped, non-operational data. We automated some of the data scrubbing but significant help was required from subject matter experts across the institution. SSRS reporting tool was configured and staff were trained on this new platform.	I	Piloted and documented EXi Requisitions and PO functionality with Business Office
II	Impact 360 – Analysis of J1 Configuration and process changes in Student Services was completed. Changes to support I360 were implemented along with configuration changes supporting summer and fall registration in March 2020.	I	Tree of Life – data file creation and testing will start the week of January 27 th and should be completed in early February. The new system along with faculty training must be in place by March 1 st to support Fall 2020 adoptions.
I	Automate Title 9 complaint form - completed, tested, and deployed – Resolved	I,II	Payment Plan vendor selection – Cashnet has been selected. Implementation is planned for late spring/summer.

Classroom Technology Progress Update

Upgrades to Academic Technology in AV Wood and Neves classrooms.

SF	Classroom Technology Upgrades:	SF	Classroom Technology Upgrades:
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II,IV	4 new projectors and screens were installed in AV Wood classrooms.	II,IV	3 Classrooms in Neves are being renovated to serve as model classrooms in coordination with the Neves Renovation.
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Summary points of NGU Academic Classroom Technology

Total classroom count is: 76 66 at Tigerville 10 at Greer	Tigerville classroom update status: 25 have had some type of update (38% approx.) 41 have not been updated (62% approx.)
Greer Campus: Classrooms are presently up to date. Average age of classroom gear is 3 years.	Tigerville Campus: In Classrooms needing updates, the average age of gear is 7+ yrs old

Quarter 3 & 4

Network and Desktop Services

Areas of Strategic Focus: I – Student Information System, II – IT Standards/Best Practices, III – Risk Remediation for CC/BC/DR, IV – Deferred Maintenance

Bold = COVID-19 contingency plan/response

SF	Completed February through May:	SF	Completed February through May:
II	Closed 2072 Help Desk tickets in last 5 months (All ITS Teams)	II,III	Maintained up time greater than 99.99% in server infrastructure over the last 12 months. 99.98% uptime in switched infrastructure when including equipment outages because of inclement weather.
III	Tigerville campus firewall firmware and security updated two times; VXRails – virtual server updated two times.	II,III	Upgraded Jenzabar server cluster (18 servers) to Windows Server 2019 and SQL Server 2017 without interrupting business operations

II,IV	Completed classroom technology in 12 classrooms of AV-Wood with CES support. Can now remotely monitor and proactively replace bulbs. Each upgraded room now supports upgraded resolution and 2x brighter displays while reducing operating costs.	III	Extended IT support hours up to 16 hours a day during transition and for two weeks after. Also extended customer support times and services during entirety of remote work period.
II,III	Created 74 new Microsoft Teams for specific cohorts or operational needs and on boarded staff administrators for each group.	II,III	Setup, administrated, and supported the first Zoom Webinar for faculty meeting and then deployed functionality to other campus groups.
III	Deployed 6 additional RDS servers, 150 additional seats of Ericom licensing, and 22 computers to support a transition from on premises work during the quarantine period of the Covid-19 pandemic. This functionality allowed NGU to transition the majority of its workforce to a 'work from home' model but still have similar functionality to on-site work.	II,III,IV	Completed assessment of most urgent IT Infrastructure needs across the University and submitted for funding consideration. Focal points include: Bandwidth & Firewall/Switch upgrade, WiFi refurbish (25% of deployment), BoardBookit - cloud based app for BoT work, Strategic computer hardware refresh (40 units), etc.

Information Systems and Business Applications

Areas of Strategic Focus: I – Student Information System, II – IT Standards/Best Practices, III – Risk Remediation for CC/BC/DR, IV – Deferred Maintenance

Bold = COVID-19 contingency plan/response

SF	Completed February through May:	SF	Completed February through May:
III	<p>Supported COVID-19 operational changes with Web forms, software, and reporting for:</p> <ul style="list-style-type: none"> -Gate entry and exit tracking -Residence Life residential student intent and check out -Emergency Student Grant refunds for resident students -Emergency Student Grant reimbursements for commuting students 	I	<p>Implemented and supported initial use of the J1 Student Life Web. This is new web-based software that moves J1 Desktop functionality to the web. As a result of the upgrade, new capabilities are available for registration and advising implementations.</p>
II	<p>Supported implementation of Pharos 360 for the NGUcares outreach to Students.</p>	II,III	<p>Partnered with departments to provide support for various/mission critical institutional needs/initiatives during COVID-19 - Ex. Accelerated rollout of the JICS PO/Requisitions module (Sheila D. and Casey R.)</p>
II	<p>Supported Tree of Life implementation for Fall 2020 adoption and textbook delivery which includes single sign-on for students from the Student Portal.</p>	II	<p>Supported initial implementation of Impact 360 for early registrants. Refinement of configuration and process development awaits SACS approval and operational process development by Student Services.</p>

Vice President for Campus Ministry and Student Engagement

Mr. Jody Jennings

Quarter 1

- CMSE staff provided FUGE support throughout the entire summer.
- CMSE recruited and placed four Graduate Assistants to improve ministry efficiency and effectiveness.
- Residence Life completed Residential Housing Assignments and began planning toward new online process.
- New Student Orientation was successful and programmed to increase retention.
- Launched 30 for 30 Initiative – programmed at least one event for the first 30 days of semester.
- Read Through the Bible was completed.
- Ignite Kickoff Event - Jason Cooke guest preacher.
- Family Weekend – record attendance with over 100 families registered.
- Ministry Teams trained and deployed – Joyful Sound, Act II, Campus Band and BCM Impact Teams
- Church Fair
- Career Services hosted a Part Time Job/Internship Career Fair for the first time.
- Commuter Lunch was scheduled for the entire semester.
- Developed the schedule and launched a new initiative to host local church worship leaders in chapel every Monday.
- Finalized ministry teams shared/synched calendar.
- Partnered with NAMB to place and resource a GenSend Student Mobilizer (Brayden Smith).

Quarter 2

- SGA planned and accomplished the Taylor Street TurnUp Event.
- BCM hosted a panel discussion on Racism and Prejudice. Panelists were Pastor Alex Sands (Pastor Kingdom Life, Simpsonville, SC), Stephen Splawn (South Carolina Baptist Convention) and Charlee Buitrago (NGU Alumnus).
- Hosted Passion Worship featuring Sean Curran with over 500 students and guests on campus for the event.
- Homecoming was a great success with participation from all clubs and organizations throughout the week.
- Athletic Ministries led a mission trip to work with international refugees in Clarkston, Georgia.
- Shelli Wilburn joined the Campus Ministries and Student Engagement Team serving as the Administrative Assistant to the VP for CMSE.

- Inaugural NGU FallFest was a huge success with huge attendance and student feedback.
- Student Activities FriendsGiving event was well attended and received by students.
- SGA promoted and sponsored a One Voice Week program that was designed to promote unity among the student body.

Quarter 3

- Campus Christmas Event was planned, promoted and successfully executed.
- Late Night Breakfast was a highlight for CMSE to enhance student engagement during final exams.
- Counseling Services hosted a relaxation station event during exam week.
- NGU International Mission Trips to Uganda and the middle east.
- BCM took seventy five students to the South Carolina Baptist Convention Converge Collegiate Conference.
- Athletic Ministries sponsored a reading event at Mountain View Elementary and had a large group of student athletes participate.
- Developed Black History Month Initiatives – one event each week throughout the month of February.
- Career Planning partnered with JC Penny for a Suit Up Event that offered the entire NGU community the opportunity to purchase items at a discount rate.
- Miss NGU – emphasis was on Spiritual Formation. Kasie Thomas was crowned the winner.

Quarter 4

- Annual Student-led Renewal provided students the opportunity to teach during six different chapel worship experiences.
- CMSE and Academics partnered together for the annual Christian Worldview Week and sponsored multiple chapel opportunities for students to hear from several well-known apologists.
- Transitioned Chapel to online format
- Quickly developed and delivered a substantial COVID-19 Outreach Plan:
 - Virtual Bible Studies
 - Text-in Prayer Line
 - Every Student Every Day Plan
 - Leadership development via Zoom
 - Netflix Watch Party
 - Online Book Club
 - Instagram Dance Challenge
 - Weekly devotionals by CMSE staff
 - Workout Wednesdays
 - Instagram Trivia Nights

- Online Scavenger hunt
- A day in the Life of an NGU Student
- Launched the NGU Clinic in partnership with Bon Secours Health System.

Director of Athletics

Ms. Jan McDonald

Quarter 1

Athletic Training

- NGU employed Dawn Torkelson as our Head Athletic Trainer.
- Prisma Health continues to provide 3 full time trainers and stipends for 3 graduate assistant trainers.
- Chiropractor services available for student-athletes on campus.

Summer camps and events

- Baseball hosted teams from throughout the southeast to participate in tournaments/games throughout June, July and August.
- Baseball, men and women's soccer, football, and men's lacrosse all conducted ID camps for recruiting purposes.
- Football players (selected returners and freshmen) enrolled in second session summer school and began summer workouts.

Crusader Club

- Sold all hillside tailgate spots for home football games.
- Provided a hospitality tent for Crusader Club members at each home football game, for one men and women's soccer game and for two men and women's basketball games.

Athletics

- Total number of student-athletes for Fall 2019 – 547.
- Hosted Charleston Southern, The Citadel and Coastal Carolina due to their displacement from campus because of the hurricane.
- Held a ring ceremony for the NGU baseball and golf Conference Carolinas championship teams.
- Athletic Hall of Fame/Legends inducted, Sam and Angie Kelly (NGU supporters), Zawaski Bateman (men's Basketball), Herbie Goodman (baseball), Shawanda George (softball and volleyball), Freddie Martino (football), and Rachael Glazebrook (softball).

Intramurals

- Sports Offered: Sand Volleyball, Flag Football, Ultimate Frisbee, Kickball, Grass Volleyball, Basketball, Dodgeball, Spike Ball and Ping Pong.
- Participation: Teams 150; Total Participants 525

Quarter 2

Football

- Season record 3-7 overall and 2-6 in the Gulf South Conference.
- GSC selected Chauncy Haney Defender of the Year and named to the GSC All-Decade team.
- GSC selected Chauncy Haney, Johnny Worthy, Jordan Helms, Aaron Watson and Dantevian Byrd to the All Conference Team.
- GSC Academic All Conference team included Brandon Burger, Lucas Catalfomo and Seth Dover and the GSC's Fall honor roll included 18 NGU players.
- Conference Carolinas also named 40 NGU players to the Presidential Honor Roll.
- Player Chauncy Haney participated in the NFLPA Collegiate Bowl All-Star game and was selected as a captain.

Men's Soccer

- Season record 4-13 overall and 3-7 in Conference Carolinas.
- Conference Carolinas Academic All Conference team included Dillon Erkens, Bradley Jennings, Kyle Knop and Kelesto Mathathe.
- Conference Carolinas named 16 players to the Presidential Honor Roll.

Women's Soccer

- Season record 9-8 overall and 7-4 in Conference Carolinas.
- Conference Carolinas selected Abby Robinson, Karly Denaburg and Megan Biehl to the All Conference Team.
- Conference Carolinas Academic All Conference team included Ariana Perry, Mary Puryear, Abigail Robinson, Brianna Rowe, Mary Schopp and Bailee Seppala.
- Conference Carolinas named 27 players to the Presidential Honor Roll.

Women's Volleyball

- Season record 18-15 overall and 10-6 in Conference Carolinas.
- Conference Carolinas selected Caroline Forster to the All Conference Team.
- Conference Carolinas Academic All Conference team included Josey Dorn, Mikaila Linnens, Rachel Miller, Emma Pepper and Eaden Shockley.
- Conference Carolinas named 16 players to the Presidential Honor Roll.
- Team selected to the United States Marine Corps/American Volleyball Coaches Association Academic Team.

Men's Cross Country

- Finished in 4th place at the Conference Carolinas Championship.
- Conference Carolinas selected Victor Shellhammer and Jacob Holcombe to the All Conference Team.
- Conference Carolinas Academic All Conference team included Joshua Hovis.
- Conference Carolinas named 8 players to the Presidential Honor Roll.

Women's Cross Country

- Finished in 5th place at the Conference Carolinas Championship.
- Conference Carolinas selected Hope Whisman to the All Conference Team.
- Conference Carolinas Academic All Conference team included Jadyn Slaughter, Anna Balsa and Cori Bridges.
- Conference Carolinas named 9 players to the Presidential Honor Roll.

Quarter 3

Athletics

- Total number of student-athletes for the Spring 2020 – 501.
- Andy Aulick named new Head Men's Soccer Coach.
- Softball Field Lights installation completed.
- George Bomar Family Baseball Stadium completed with the dedication held on February 29.
- Members of the football, men's lacrosse and cheer team participated in Tim Tebow's Night to Shine event.

Men's Indoor Track

- Finished 3rd in the Conference Carolinas Championship.
- JJ Sherman was selected as the Southeast Track Athlete of the Year by the U.S. Track & Field and Cross Country Coaches Association.
- Zachary Delaney received the Elite 23 Academic Award for the Indoor Conference Carolinas Championship.
- Received the Conference Carolinas Messick Award for sportsmanship.

Women's Indoor Track

- Finished 4th in the Conference Carolinas Championship.
- Anna Balsa received the Elite 23 Academic Award for the Indoor Conference Carolinas Championship.
- Received the Conference Carolinas Messick Award for sportsmanship.

Men's Basketball

- Season record 11–17 overall and 7-13 in Conference Carolinas.
- Conference Carolinas selected DJ Brooks to the All Conference team.

- Conference Carolinas named 7 players to the Presidential Honor Roll.
- Received the Conference Carolinas Messick Award for sportsmanship.
- Spencer Kirkpatrick, Jacob Redding and Gage Parker were named to the National Association of Basketball Coaches Honors Court for their academic achievements.

Women's Basketball

- Season Record 13-15 overall and 10-12 in Conference Carolinas.
- Conference Carolinas selected Karen Donehew to the All Conference team.
- Conference Carolinas Academic All Conference team included Karen Donehew, Kathleen Rogers, Ayano Shelton and Breanna Stoddard.
- Conference Carolinas named 11 players to the Presidential Honor Roll.

Quarter 4

Athletics

- The NCAA and Conference Carolinas cancelled all competition March 16 for the remainder of the spring due to COVID – 19.
- Athletic Staff worked remotely during campus closure due to COVID-19.
- Conference Carolinas named all spring sport senior athletes to the Conference Carolinas All Conference team.
- NGU won the overall men's Messick Sportsmanship Award for Conference Carolinas.

Crusader Club Year End Totals

- Members 203
- Income \$97,930
- Athletic Sponsorship Income \$39,855
- Pro Am Golf Tournament Income \$9,875

Intramurals

- Sports Offered: Basketball, Soccer, Dodgeball, Video Games, Ping Pong
- Participation: Teams 70; Total Participants 215

Men's Lacrosse

- Conference Carolinas Academic All Conference team included Jacob Asron, Alex Burroughs, Austin Dizon, Braeden Dixon, Taylor Lanzillo, Corey Long, Matthew Miller, Derrick Shealy, Brendan Sullivan, Blake Thompson.
- Conference Carolinas named 25 players to the Presidential Honor Roll.

Women's Lacrosse

- Conference Carolinas Academic All Conference team included Christy Beaman, Jillian Chiesa, Alyna Estes, Rachel Kellog, Brenis Napoli and Kaitlin Yenson.
- Conference Carolinas named 16 players to the Presidential Honor Roll.
- Rachael Kellog received the Spring Scholar Athlete of the Year award.

Baseball

- Conference Carolinas Academic All Conference team included Connery Driscoll, Ethan Garner, Brent Herlong, Grayson Hickert, John Love, Dawson Price and Brady Smith.
- Conference Carolinas named 22 players to the Presidential Honor Roll.

Men's Golf

- Conference Carolinas Academic All Conference team included Austin Duncan, Kobie Morton and Alexander Parker.
- Conference Carolinas named 6 players to the Presidential Honor Roll.

Women's Golf

- Conference Carolinas Academic All Conference team included Alison Avery and Miriam Sundell.
- Conference Carolinas named 9 players to the Presidential Honor Roll.

Softball

- Conference Carolinas Academic All Conference team included Taylor Koon, Brooklyn Stone and Heather Wade.
- Conference Carolinas named 22 players to the Presidential Honor Roll.

Men's Tennis

- Conference Carolinas Academic All Conference team included Pierre-Olivier Bedard, Giacomo Darini, Keegan Harrison and Yannis Moulod.
- Conference Carolinas named 4 players to the Presidential Honor Roll.

Women's Tennis

- Conference Carolinas named 4 players to the Presidential Honor Roll.

Men's Track

- Conference Carolinas Academic All Conference team included Eli Buckley, Zachary Delaney, Joshua Hovie, Benjamin Mathews and Bennett Smith
- Conference Carolinas named 15 players to the Presidential Honor Roll.

Women's Track

- Conference Carolinas Academic All Conference team included Emily Beisecker, Core Bridges, Anna Balsa, Emmeline Klefsaas and Jadyn Slaughter.
- Conference Carolinas named 17 players to the Presidential Honor Roll.

Men's Volleyball

- Conference Carolinas Academic All Conference team included Brandon Baker and Jackson Gilbert.
- Conference Carolinas named 7 players to the Presidential Honor Roll.

Cheerleading

- Conference Carolinas named 18 players to the Presidential Honor Roll.

Vice President for Advancement and University Engagement

Mr. Marty O’Gwynn

Quarter 1

NGU premiered a new display booth during the Southern Baptist Convention in Birmingham June 10-12, 2019. The NGU booth also featured four live panel discussions on various SBC-related topics.

Alumni Engagement hosted more than 50 people at an alumni and friends dinner at the Birmingham Zoo on June 11, 2019, during the Southern Baptist Convention. During the event, NGU presented the inaugural Paula and Ken Hemphill Denominational Service Award to Ken and Paula Hemphill.

NGU entered into a contract with PhilanthroCorp to promote estate planning among a select group of alumni and donors.

NGU entered into a contract with Publishing Concepts, Inc., to produce a new alumni directory. This project is free-of-charge to the university, and provides updated alumni information through the directory-creation process. The finished print directory is scheduled for completion in the fall of 2020. This is the first NGU alumni directory project in approximately 10 years.

Direct mail and email were utilized to promote PhilanthroCorp services.

NGU Alumni Engagement hosted a sno-cone booth during move-in day on the Tigerville campus.

Quarter 2

NGU hosted a CMSF dinner in Moore Hall on campus on September 3, 2019, with Tracy Turner as guest speaker.

AUE personnel worked to have NGU represented at associational meetings in South Carolina and Western North Carolina in September and October.

Alumni Engagement and NGU Athletics hosted a reunion for student-athletes from the institution’s junior college years on Saturday, September 28, before the football game versus Delta State.

NGU hosted the 2019 Red Carpet Gala on October 10 at The Poinsett Club in Greenville. A total of 150 people attended the event. During the gala, several NGU awards were presented: Faculty/Staff Heritage to Mayson Easterling, Foundation/Corporation of the Year to Pepsi-Cola of Greenville, Board Leadership to Ron Edwards, Tip of the Sword to Chip and

Sally Hester, and the Leo Vernon Powell Legacy Award to George and Barbara Bomar and Betty Jo Craft.

NGU hosted a VISION 2020 values conference at First Baptist Church of North Spartanburg on October 17, focusing on election-year issues. Speakers included Chad Connelly, Tonya Shellnut, Lisa Van Riper, and Sen. Jim Demint.

AUE staff hosted the Marion Moorhead Golf Tournament at Cherokee Valley on October 25.

The Alumni Engagement Office hosted Homecoming 2019 October 25-26. The weekend included a Friday evening TopGolf fellowship and Alumni After-Party at the Tim Brashier Campus, a coffee with President and Mrs. Fant on Saturday morning, and the Alumni Awards Luncheon on Saturday, where the NGU Alumni Association presented Distinguished Alumni Awards to Rev. Curtis Johnson ('96), and Dr. Dawn Montgomery Hooker ('02); and the Young Alum of the Year to Suyash Raiborde, ('12).

NGU limited direct mail appeals to special initiatives during the fiscal year, instead seeking Difference Maker Fund support through emails, online promotion and 1892 magazine advertising. A total of \$313,895.25 was given for the NGU Fund during the year.

The university hosted display booths at the annual meetings of the South Carolina Baptist Convention and the Baptist State Convention of North Carolina in November. At the SCBC meeting, NGU hosted a dinner for alumni and friends, with approximately 60 people attending.

Alumni Engagement hosted an NGU Connect event for alumni and friends at Hyman's Seafood in Charleston on November 14.

NGU received a gift from Professor Rosemary Thrasher and her husband, Steven, to expand the Dr. Shirley Ann Hickson and Rosemary Nelson Thrasher Endowment Fund, benefiting faculty and students in the university's history department.

Quarter 3

AUE staff worked with President's Office to support the President's Christmas Open House December 12, and followed up with printed photographs and hand-written notes to guests attending the event.

Worked with year-end giving appeals and major-gift discussions with donors and prospects, providing development visits/contacts throughout NGU's Christmas holiday closing period.

The Dick Brooks Honda Greer Community Endowed Scholarship was announced, created with a \$150,000 commitment by the automobile dealership to support Greer area students studying at both of NGU's campuses.

The largest individual or organizational gift commitment was made by Dan and Martha Boling, with \$600,000 designated for the Neves Hall renovation project. The gift was completed in March, April and May.

AUE staff worked with two January 2020 events. Conclave for youth ministry personnel and the Jacksonville Pastors' Conference events were on the same weekend in Chattanooga, Tenn., and Jacksonville, Fla., respectively. AUE staff hosted meal events at both conferences and worked at display booths for the university for the two multi-day events.

NGU hosted a CMSF dinner in Moore Hall on the Tigerville campus January 28, 2020, with Bryant Sims as guest speaker.

NGU hosted the George Bomar Family Stadium Dedication Event on Saturday, February 29, 2020, on the Tigerville Campus. The event included an open house at the \$1.2 million facility which overlooks Ray and Bea Dillard Field at Ashmore Park.

Quarter 4

Alumni Engagement hosted an NGU Connect event for alumni and friends at King Spring Baptist Church in Smyrna, Ga., on March 8.

During a remote-work period which began March 19 and extended to mid-May, the AUE team increased phone, email and written communication with donors and key donor prospects, working with assigned portfolios of NGU friends to maintain contact, especially with those in high-risk categories for the coronavirus.

A scheduled April alumni and friends NGU Connect in Columbia was cancelled due to the COVID-19 pandemic.

A second VISION 2020 event was planned for Columbia in the spring of 2020 but was cancelled due to the COVID-19 pandemic.

The CMSF dinner originally slated for April 14 was moved to an online Zoom event on April 21, featuring a panel discussion with four graduating CMSF scholars who joined the meeting from North Carolina, South Carolina, and Germany.

An online Family Trivia Night for alumni was hosted via Zoom on April 30, with approximately 35 in attendance.

NGU's plans for a display booth and event at the June 2020 Southern Baptist Convention in Orlando were cancelled due to the COVID-19 pandemic.

NGU participated in hosting a drive-thru graduation celebration for spring graduates on May 6. Alumni staff provided gifts to participating graduates in the on-campus outdoor event.

Scheduled May alumni and friends NGU Connect events in Myrtle Beach and Greenville were cancelled due to the COVID-19 pandemic.

The university's relationship with the South Carolina Baptist Convention was strengthened with the spring 2020 mutual agreement to have NGU's public affairs lead also serve as part-time director of the SCBC's Office of Public Policy.

For the 2019-2020 fiscal year, the university received \$1,971,874.77 in gifts from a total of 1,113 donors; \$288,767.76 in gifts, from a total of 322 donors.

During the fiscal year, NGU submitted 76 grant requests, and received four grants during the year, for a total of \$195,600 in support.

Re-branding NGU's \$1,000-and-up donor recognition societies, the university had a total of 212 qualifiers for the President's Partners designation for 2019-2020. The donors gained invitations to the 2020 Red Carpet Gala, set for October 8, 2020, at the Cannon Centre in Greer.

Vice President for Student Services

Mrs. Rachael Russiaky

Quarter 1

New Student Check-in

In partnership with Student Engagement, we attempted a new check-in approach beginning fall 2019 in welcoming back our traditional undergraduate population. We experienced great success as we focused on proactive communication, creating a welcoming/organized environment, and an efficient check-in process for students and their families. This event also allowed opportunity for the newly merged Student Services staff to partner and collaborate with one-another. We continued this approach with minor tweaks for spring 2020.

Satisfactory Academic Progress (SAP) Policy

We improved the SAP policy to better align with the institutional academic policy, effective fall 2019. This alignment has improved the administration of this required process, as well as helped students better understand the policy.

Graduation Application

We created and implemented a graduation application and corresponding deadlines that allows for more proactive communication with students, and better planning for commencement events (effective fall 2019).

Quarter 2

Enrollment Deposit

We transitioned to charging an enrollment fee for our traditional population during 2018-2019 prior to the EX implementation. Beginning with the entering spring 2020 class and forward, we transitioned back to an enrollment deposit approach. This approach better aligns with industry standards.

Credo – Financial Aid Leveraging Service

In fall 2019, we partnered with Credo, a higher education consulting firm, to assist us in creating a financial aid packaging strategy to implement with the 2020-2021 packaging cycle (we have a 3-year contract). The desired outcomes of this service include: strengthened enrollment potential leading to higher yield rates; improved processes and functionality of admission and financial aid partnership; and a packaging strategy reflective of our current institutional priorities. We will meet with the team from Credo in October to evaluate the current cycle and finalize our packaging strategy for 2021-2022.

Financial Aid Packaging - General Improvements (2020-2021 cycle):

In addition to implementing a new packaging strategy for the traditional undergraduate population, we also made the following improvements as part of the 2020-2021 cycle.

- Admissions has taken ownership of the awarding of academic aid, including the communication of academic aid eligibility prior to the student being officially packaged by the financial aid staff. This will encourage more front-end affordability conversations and present an incentive for students to stay engaged with the process prior to an award letter being finalized.
- We increase academic aid offerings by \$2k annually. We have not increased our academic scholarships in several years. This increase provides Admissions with another tool as they continue their recruiting efforts, as well as aligns us better with academic aid offerings of our top competitors.
- We now send estimated award letters to new students selected for the FAFSA verification process. Historically, we have waited until the verification process was complete prior to presenting a student with any type of aid offer. This approach should encourage more students to stay engaged with us through the financial aid process.
- The presentation of the award letter has been improved. We have created a new award letter wrapper that is sent with all initial award letters. The wrapper is informative and matches the current Admissions branding materials. The purpose of this piece is to 1) better educate the student on aid resources available and 2) present an aid package that visually stands out from materials sent by other institutions. Historically, the financial aid award letter has been sent without any accompanying materials.

Quarter 3

Student Services Suite – Neves Hall

Renovations of the new Student Services suite in Neves Hall began in February 2020 and reached completion in July. The full Student Services team moved into the new space at the end of July. We are excited and hopeful for the many ways in which this merged department will improve workflow and service to our students.

Greer Campus – Online Orientation

In spring 2020, we implemented a live/interactive online orientation opportunity for incoming graduate and online students during the week prior to term start. Topics covered include student portal navigation, registration, financial aid information, and payment options. We will continue experimenting with this approach over the coming months to improve the onboarding experience for these student populations.

NGU Scholars Weekend

In partnership with Admissions, we revamped the annual academic scholarship event (February 2020). Some of the enhancements included an overnight visit, dinner with Dr. Fant and other administrators, and additional competitive components. These enhancements were meant to provide a special opportunity for some of our most academically gifted prospective students to better experience our community, while also raising the bar for our top-level academic scholarship offerings.

Quarter 4

Payment Gateway Solution – CashNet

In partnership with IT Services, our new payment gateway solution launched in June 2020 prior to our 5-month fall semester payment plan beginning in July. We have also purchased their e-market solution service which will improve the look and feel of our payment portal options for various areas across campus. The e-markets will be set up in a phased-in approach over the coming months.

Collection Agency – ConServe

Over the past several years, our uncollected account receivables have continued to increase. We have limited internal resources to continue communicating with students once they separate from the institution. We researched three collection agencies during the 2019-2020 academic year, and we have chosen to partner with ConServe based on their customer service approach and their ongoing industry related training for our staff. Our Student Accounts staff will make every attempt to collect on a student account prior to sending the account to the agency after a student is no longer enrolled.

Benefits

The agency will be able to:

- provide dedicated staff to pursue stale accounts;
- locate students that have moved or changed contact information;
- provide ongoing detailed data about our receivables;
- help us follow industry best practices.

Improved Policies & Procedures: We have improved policies and procedures related to account collections. NGU Student Accounts staff will make every attempt to collect on a

student account prior to sending the account to the agency after a student is no longer enrolled.

Timing: We will attempt to collect on the previous three calendar years (2018-2020), beginning with FA19, followed by SP20/SM20 and terms prior to FA19. In the future, a file will be sent to the agency 3 months after the end of each semester for students no longer enrolled, and that have not otherwise established a payment arrangement with the institution.

Regalia/Diploma Pick-up

We hosted an event on May 6, 2020 for graduating students to pick up their diploma and/or regalia. Students were asked to remain in their vehicles to safely follow social distancing guidelines. We used a similar traffic flow pattern that we use during semester check-in events. In addition to the regalia/diploma, Alumni Relations provided a gift. Dr. Fant had opportunity to hand out several of the diploma's as students drove through. It was a successful event with over 150 of our graduating students that attended. We mailed regalia/diplomas to students that were unable to attend the event.

20-21 Commencement Planning

Due to COVID-19 disruptions, spring 2020 graduates have the option to participate in one of the commencement events during the 20-21 academic year, including a special ceremony that will be held during fall homecoming. Over half of our graduating students have indicated their desire to participate in one of these future ceremonies, with the majority indicating their preference for the special event at homecoming (10/17/20). Plans are currently being finalized for this special event, including COVID-19 safety precautions.

Refund Policy Adjustment

We have adjusted our refund schedule for students that choose to withdraw within the first two weeks of the semester to include consideration of room and board charges. Previously, if a student withdrew after the first day of classes, they would not be refunded any room and board costs. This improved policy assists families that may already be struggling financially, and better aligns with industry standards. Tuition, room and board will be refunded according to the following schedule beginning fall 2020:

<i>Before Classes Begin</i>	<i>100%</i>
<i>During 1st Week</i>	<i>75%</i>
<i>During 2nd Week</i>	<i>50%</i>
<i>After 2nd Week</i>	<i>No Refund</i>

COVID-19 Emergency Student Grant Funding – CARES Act

The CARES Act Higher Education Emergency Relief Fund (HEERF) provided funding to institutions to provide emergency financial aid grants to eligible students that were directly impacted by the disruption of campus operations due to COVID-19, including noted eligible

expenses such as on-campus room and board services. NGU received a total of \$2,143,104 from the U. S. Department of Education and designated a minimum of \$1,071,552 in emergency grants for eligible students. As of the end of August 2020, we provided a total of \$1,182,200 in Emergency Student Grant funds to 1,079 eligible students.

Following the approved action plan, the following eligible student groups received financial assistance through this program:

- Undergraduate Residential Students - All eligible residential students were provided a grant for \$1,200.
- Undergraduate Commuting Students – Eligible commuter students were given the opportunity to apply for consideration of funds. Eligible commuter students received between \$150 to \$500 based on pre-determined need categories.
- PA Medicine Program Students – Eligible PA students were each provided a grant for \$500 to account for a partial refund due to significant changes to the delivery of the instruction and disrupted access to essential learning tools.

We have published the required reporting of how we have managed these funds on our consumer information webpage: www.ngu.edu/cares-act. At this time, institutions have been asked to report specific information on their own website to meet reporting requirements/deadlines. In the coming months, institutions will be provided additional guidance on how to report required information directly to the Department of Education.

Other Grant Considerations:

- International and undocumented students were not eligible for federal funding through the CARES Act. Most students were provided NGU grant assistance towards an outstanding SP20 or SM20 balance or for FA20.
- Residential students that chose to remain in campus housing through the SP20 semester were provided a course waiver to use during SM20 or FA20.

Vice President for Enrollment and Marketing/Communication

Mr. Michael White

2019-2020 provided many unforeseen challenges and opportunities that tested our resolve and produced great ingenuity. With gratitude, we reflect on the faithfulness of God and teamwork that helped NGU accomplish much. The Enrollment & Marketing / Communications (EMC) team anticipates excellent things ahead.

Quarter 1

North Greenville University Traditional Admissions engaged Fuge campers each week by meeting with leaders on Monday evenings to give information about the university and to encourage them to refer students to us. Ryan Fleming was hired as Fuge Ambassador for the summer to consistently market the school to visiting campers throughout the week to

build interest in the university. This effort continued through June, July, and early August. An average of eleven students participated in our campus tours each week, and 138 students completed prospect cards to receive more information from the university. Seventy-three new students attended the summer registration day on June 13 to begin orientation and complete class registration.

The month of June brought about the onboarding of new employees. Dr. Michael Kelly became the new Regional Admissions Counselor, based remotely out of Columbia. Dr. Kelly joined NGU as a retired Army Chaplain of 35 years with the military. A second new position was filled by Kristyn Cooke, who transitioned from traditional admissions to NGU Online and Graduate Admissions.

NGU's PR and news coverage reached over 540 million individuals and 1 million through social media in June. NGU's PR and news coverage reached over 19 million individuals for the month and just under 1 million through social media in July. NGU's PR and news coverage reached just over 4 million individuals for the month and 1.1 million through social media in August. MAC conducted a new student and new parent survey to receive feedback on their experience. We discovered many things we are doing well then other ways to fine-tune in the communication/recruiting process.

Traditional Admissions had seventy-four new students attend the summer registration day held on July 18. Hospitality for our visiting guests was improved with the addition of Envoy, a check-in process that allowed us to welcome guests more professionally and capture more information about the student visitor.

The T. Walter Brashier Family Christian Ministry Graduate Scholarship was announced and offered to new incoming students actively pursuing one of our graduate programs in ministry and desire to use their education in a ministry-related vocation. This scholarship covers 100% of tuition.

Traditional Admissions completed the enrollment of 509 new first-time and transfer students for full-time registration in addition to 16 readmitted and 7 part-time degree-seeking students. Ten additional students enrolled as non-degree seeking students to bring the overall enrollment total for the Fall 2019 class to 542 students. The number of applications received year-over-year rose five percent from 2,139 to 2,246, and the number of students who were admitted rose four percent from 1,460 to 1,523. A total of 711 students committed to attend the university by submitting their enrollment deposit, a four percent decrease from the 2017-18 recruiting year that saw 740 initial commitments. The university engaged Credo, Inc., an educational research firm, to research students who were admitted to the university to determine the cause of this trend. Research began at the end of June 2019 and was presented in November 2019.

For the Fall 1 start, NGU Online Admissions enrolled 32 total students (30 new/transfers, 1 certificate, and 1 non-degree). The graduate school enrolled 55 total students. Both NGU Online and the graduate school missed their goals. However, compared to last year, NGU Online was flat, and the master's/doctoral level programs declined slightly.

Quarter 2

Traditional Admissions began the recruiting year by meeting with High School Counselors around the Upstate of South Carolina and Western North Carolina. They continued the much-loved tradition of delivering chocolate chip cookies from The Chocolate Shoppe in Greenville, SC, to the School Counselors at area schools. Seniors from around the Upstate were invited to a special tailgate event at the first NGU football game on Sept 5. A total of 21 students attended along with their families. On Sept 28, The North Greenville University Office of Traditional Admissions hosted 103 students on the campus in Tigerville for Open House. Students toured the campus and learned more about the university. North Greenville University Admissions representatives continued their rigorous travel schedule throughout the Southeast to engage students at large college fairs and individual high school visits.

US News & World Report 2020 college rankings for NGU rose 28 ranking positions to No. 50 among the [“Best Regional Universities”](#) in the South, No. 51 in [“Best Value Schools,”](#) No. 17 in the new [“Top Performers on Social Mobility,”](#) No. 113 in [“Best Online Graduate Business Programs”](#) (excluding MBA), and No. 159 in [“Best Online Bachelor’s Programs.”](#)

NGU’s PR and news coverage reached 439,225 individuals for the September and 1.15 million through social media. The MAC Team took this opportunity to engage our media outlets and delivered Chocolate Shoppe cookies to engage contacts and share updated information about the university. NGU’s PR and news coverage reached 214,978 individuals for the month and 1.78 million through social media in October. NGU’s PR and news coverage reached 328,244 individuals for the month and 6.61 million through social media in November.

An Open House event was held on Nov 9, and 74 students attended to learn more about the university. North Greenville University Admissions Counselors used numerous communications channels to contact students to secure commitments to the university. Phone calls, text messages, email messages, and letters were sent to students and parents to encourage them to join us in Tigerville.

Primary research on admitted students conducted by Credo was presented. Findings showed that NGU needs to increase faculty interaction with prospective students and enhance the campus visit program.

In November, NGU Online and Graduate Admissions team members represented NGU at the North Carolina Baptist Convention. After a summertime hiatus, Admissions reignited the Virtual Information Session series of events for the Tim Brashier Campus. These sessions were conducted via Blackboard Ultra Collaborate. Other initiatives included partnering with Edcor, an educational service provider for various Fortune 1000 companies, and initiating the MyCAA program, a scholarship opportunity for military spouses to earn certificates.

The fall edition of 1892 circulated in the mail to our constituents at the end of November.

Quarter 3

Our annual Christmas Counselor Connect event was a great success. 90 school counselors (high school and college) attended the event and engaged with many different NGU representatives – the Executive Leadership Team, key faculty members, alumni, students, and staff. Each counselor was exposed to the 4 core values of North Greenville and was encouraged to return to their school to find great “NGU Fit” students to send our way.

Before the Christmas holiday, the NGU Online and Graduate Admissions team members called, emailed, texted, and mailed out Christmas cards to our accepted and applied students.

NGU’s PR and news coverage reached 789,255 individuals for the month and 1.43 million through social media in December. NGU’s PR and news coverage reached 434,416 individuals for the month and 1.73 million through social media in January. NGU’s PR and news coverage reached 25,793,816 individuals for the month and 2.94 million through social media in February.

We placed two full-page ads in the Jacksonville Pastor’s Conference booklet and Women’s Conference booklet, as well as a full-page ad for the Conclave Conference booklet.

The national search conducted by Diversified Search for a Vice President of Enrollment & Marketing/Communications ended with the hiring of Michael White. We thank Gene Head and their team for running a professional and thorough search. Michael joined NGU from Bluefield College, where he served as Vice President for Enrollment & Student Development. Before Bluefield, he served at Southeastern University (FL) as Executive Director for Non-traditional Enrollment, and North Central University (MN) as Vice President for University Relations & Enrollment.

The Traditional Admissions team added a counselor position with primary multicultural recruiting responsibilities, which connected and supported the NGU2025 strategic plan pillar four.

The Office of Traditional Undergraduate Admissions worked to enroll 50 new students to begin their studies in the spring semester. The enrollment total was 12 students lower than the same semester in 2019.

NGU entered a MOU with Upstate Homeschool Co-Op (UHC) to offer college transcript-ed classes that count toward their high school graduation requirements. Exceeding goal, the first cohort began classes in Fall 2020 with 23 students—the partnership connected to achieving NGU2025 1.3.3.

An organizational shift occurred that moved PrintHub operations from Tigerville Operations to the Enrollment & Marketing/Communications division. The move positioned the Marketing and PrintHub teams for higher levels of communication and collaboration.

Additionally, the traditional admissions operation underwent structural adjustments that resulted in the promotion of Andy Ray from the Director of Admissions to Senior Director

for Enrollment Engagement. Katie Lynn Marshall received a promotion to Director for Traditional Admissions to lead the enrollment efforts for the Tigerville campus.

NGU Scholars Weekend was hosted in February and was a collaborative effort from many departments on campus, including Admissions, Student Services, Student Engagement, and Academics. In the past, the event was a one-day event. In 2020, it was re-crafted to include an overnight experience for prospective students, a red-carpet dinner for the students and their parents, and multiple competition elements that determined which students would be chosen for our top academic scholarships. 53 students participated, and 31 were offered the named scholarships.

The Director of Adult and Graduate Admissions was formally invited to be a member of the Advisory Board for the Management Program at Spartanburg Community College. She attended the first meeting in March and connected with faculty and professional contacts in the community.

A comprehensive direct marketing communication plan was crafted that utilizes calling, texting, mailing, and emailing to deliver personalized messages for each stage of the enrollment process. Implementation began with senior campaigns and junior, sophomore, NGU online, masters, doctoral, certificate, and dual enrollment student types in the queue.

NGU's PrintHub installed a 64-inch-wide-format printer with plotter cutter. This allows more projects to be completed in house and increase profit margins. Investment returns on the purchase were significant after COVID hit.

Quarter 4

An integrated marketing and recruitment plan was crafted with detailed action plans for 1) advertising, 2) campus visits, 3) travel, 4) referral, 5) contact strategy and 6) employee engagement. Each action plan identifies activities, budget, owner, timetable, and key performance indicators. The plan supports achieving NGU2025 pillar 4.

The Spring 2 term began Mar 9, and the NGU Online & Graduate admissions team exceeded goals for the term.

NGU's PR and news coverage reached 12,009,256 individuals for the month and 1.77 million through social media in March. NGU's PR and news coverage achieved a high mark for the year by reaching 59,730,000 individuals for the month and 1.39 million through social media in April. NGU's PR and news coverage reached 21,301,189 individuals for the month and 3.3 million through social media. As a highlight, the vocal video performed virtually through computer cameras for the NGU choir received 23K views.

EMC generated initiatives in response to COVID-19:

- Created COVID-19 Website and Contingency Plan
- Created NGU Official communication channel
- Increased admission counselor outreach from 25 to 100 calls per day

Launched a digital advertising campaign to generate leads for fall 20, 21, 22, and 23. The metrics show measurable impact in telling the NGU story to more people, more often, and earlier in the college search process. To date, the tactics produced 5.7 million impressions, 15,302 clicks, 79 calls, and 477 conversions. NGU implemented many initiatives to curb the harmful effects of C-19 on recruiting:

- Mobilized coaches to assist with admissions phone call follow-up
- Launched an email marketing campaign for HS senior applicants
- Engaged NGU community in handwriting 10,000 notes for prospects
- Initiated Summer 2020 Term promotion action plan
- Recorded and sent individual employee prayers for 350 incoming students
- Deployed a May 1 deposit push action plan that included text, email, and calling
- Conducted several FB live segments to continue engagement
- Initiated a name buy campaign to boost Fall 20 enrollment

EMC created NGUprays to generate and carry out ideas to intercede for new students. The group provided activities during the summer months culminating with a prayer walk around campus and handwritten prayer notes placed in rooms for residential students (mailed to commuters). The group continues to meet monthly to pray over new applicants for fall 21 and record individual personal video prayers for new students by name.

The Traditional Admissions team created, advertised, and executed a 6-week virtual event schedule in response to the COVID-19 stay-at-home orders. Since prospective students could not visit campus during this time, Admissions partnered with Academics and Campus Ministries & Student Engagement to offer virtual events that highlighted different programs on campus. Faculty, staff, and students interacted with prospective students through various Zoom sessions throughout this season.

Amid COVID 19, Marketing changed operations, worked from home, and brainstormed new ways to reach audiences. Pushing out new stories and information of interest on social media to continue to engage the community but also broaden our reach:

The PrintHub expanded marketing tactics for COVID related projects. We were awarded bids for Greenville County School District and Prisma Health.

NGU entered a MOU with Legacy Early College (LEC) to offer college transcript-ed classes that count toward their high school graduation requirements. Exceeding goals, the first cohort began classes in Fall 2020 with 25 students. The partnership connects and supports achieving the NGU2025 strategic plan 1.3.3.

In response to canceled ACT and SAT opportunities caused by C-19, NGU temporarily modified its admission policy to test-optional.

A request for proposal (RFP) was drafted to redesign NGU's website and distributed nationally. Four reputable firms responded that include 1) mStoner, 2) Stamats, 3) 5 Degrees, 4) Up&Up. A steering team of students, staff, faculty & alumni selected Stamats as NGU's partner. The project scope included a brand refresh element that will enhance

NGU's ability to know and share its story. NGU anticipates the new site to go live near the end of March 2021.

After submitting the prospectus to SACS-COC, the Marketing and NGU Online & Graduate departments developed promotional plans and led the program implementation for the MA in Leadership, which functions in relationship with the Impact 360 Institute. The initiative supported achieving NGU2025 2.1.4

Future Crusader Day was canceled due to C-19; instead, the Traditional Admissions hosted the first New Student Connect of the summer on a virtual platform so that new, incoming students could continue to learn about their fall course schedule, interact with professors, meet some of NGU's key staff members, and interact with other new students. This event allowed students to remain engaged with the university while they were unable to visit campus.

The PrintHub closed out the fiscal year with a significant increase in sales from outside clients. The most positive data to come out of COVID was increased commercial receipts due to a Facebook marketing campaign for March through May.

Below you will find the significant increases in sales for 3/2020-5/2020 versus the same period last year.

- Greenville County Schools +\$10,000
- Counter Sales +\$10,000
- Taylors First Baptist Church +\$4,500
- Blue Ridge Middle School +2,100
- Mountain View Elementary +\$2000
- Skyland Elementary +\$1500
- Taylors Elementary +\$1,400
- Prisma Health +\$1,000