



NORTH GREENVILLE
UNIVERSITY
Christ Makes the Difference

ANNUAL REPORT TO THE BOARD OF TRUSTEES
NORTH GREENVILLE UNIVERSITY
2020-21

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President

Dr. Gene C. Fant, Jr.

Objectives for 2020-2021

Prepare the university for post-COVID-19 enrollment, financial, and reputational opportunities and challenges.

Met: As the pandemic moved into the 2020-2021 academic year, the university shifted immediately to prepare for contingencies. On the enrollment side, we launched a massive retention effort, NGUcares, which reached out to every enrolled student to keep in contact and to navigate questions and concerns. Retention of returning students was quite strong, which helped to protect the budget. We approved the reworking of the website for the university and for other digital engagements to aggressively pursue new students for fall 2021 and 2022. Initial results for fall 2021 look very strong and should build toward the next year. Our new SVP for Finance, Mike Stowell, undertook a number of shifts in how financial reports are prepared. Notably, we shifted from a model where the university spent as little as possible with a goal of producing significant savings over the approved budget and end-of-year spending against that savings in accordance with senior administrative priorities apart from the budget; the new model is naming every dollar, managing every dollar, and leveraging every dollar, which means maintaining a more thorough control over cashflow, timely booking of expenses and revenues (particularly where insurance and depreciation are concerned), and stronger continuous review by the light of the audit process throughout the year. The early audit results post-FY have shown a very strong year financially, due to effective management, the influx of HERF money, and a very robust stock market (\$7MM in increased value). The handling of the pandemic on campus via protocols and careful management likewise was deft and apparently effective. The university aimed for a middle path and it was well-received by the community and families for the most part. We were blessed with few serious cases on-campus and have implemented a careful process of reviewing results and best practices as we look forward to the next year. Overall, the pandemic response was effective on all levels.

As we look forward to the post-pandemic future, we have asked all unit leaders to think proactively about the effects of this era on students, families, employers, public policy, and all other conceivable aspects of the university's life and work. This is an omni-present conversation among the ELC, and we will be having more detailed conversations and planning sessions as the new year progresses and opportunities and challenges coalesce and become discernable.

Evaluate academic programming, with a specific emphasis on mission-centeredness, new program development, financial profiles, and rightsizing.

Substantially Met: Provost Finn and his academic leaders have undertaken a wide review of the various curricula at the university. A significant part of this work was within the context of the SACS-COC process and the after-work of that. The streamlining of the academic

organization chart in 2019-2020 has paid significant dividends for this review and the interplay between academics and enrollment / marketing likewise has been paying dividends in terms of planning for new programs and for better marketing of existing programs (the new cybersecurity and Impact 360 graduate partnership are examples of new programs with significant potential; others are under review, including some in healthcare). Academics has undertaken a variety of faculty development programs, including the NGUleads program (which includes staff leaders), in order to shore up the mission-centeredness of the work. With the addition of SVP Stowell, who has a background in cost analysis of academic programs, we are laying down the digital and statistical infrastructure for financial reviews and eventual prioritization for maximum net revenue, along with potential rightsizing; this is why I indicated “substantially met” instead of fully met since we are still building out this system. We are monitoring the so-called demographic cliff that is looming in 2025 for traditional students and preparing even now for how to navigate that tightening of applicant pool.

Develop a prioritized facilities plan for physical space renovations and allocations, including funding plans.

Met: In March 2020, as the pandemic was intensifying, the university canceled the campus master plan contract with Derck & Edson, which was supposed to help to develop a facilities and renovations plan, along with fair-estimate cost projections. Instead, a list was developed by Campus Enhancement Services, with EVP Grimm, VP Jennings, AD McDonald, and other leaders providing input for prioritization and timelines. The decision was made to shift funded depreciation into renovations based on a rating and use system, prioritizing the student experience and public use. Notable renovations this year have included Craft-Hemphill, with the reassignment of the College of Christian Studies into the space, and numerous dorm renovations. Donors were contacted for many of these projects and additional funds were connected to defray overall costs. Note, in summer 2021, Derck & Edson were re-engaged to assist in a revised version of the campus master plan, which will be used in the next phase of renovations and future construction projects; this will be dovetailed with a capital campaign that is forthcoming.

While the goal above was for physical space, the availability of HEERF funds related to the pandemic meant that IT upgrades also were able to be undertaken across campus, with computer labs upgrades, faculty computers replaced (supply chain issues pushed this back to the fall), and online upgrades. In addition, additional training was provided, along with support, for remote work by employees and for online instruction.

Prepare for a major capital campaign to be launched formally in 2022 or 2023.

Met: As the economic impact of the pandemic settled into some clarity, we realized that donations for FY 2021 were going to be down but work could be undertaken to prepare for the potential of donor activity related to changes in capital gains laws that might be timed with a market boom. The decision was made to focus on the physical space priorities, with

the likelihood of a focus on the College of Business and Entrepreneurship, and scholarships, particularly ones supporting under-resourced students.

Three elements came into play on preparing for a launch. First, the new CFO, SVP Stowell, began to work with VPs O’Gwynn and Russiaky to overhaul how our Jenzabar system handles advancement, from booking gifts to applying them to scholarships or capital plant funds. The goal is that by the end of calendar year 2021, we will have robust tracking systems in place that will strengthen reports to donors and strategic application of gifts. Second, thanks to a donor recommendation, the university pursued accreditation as a transparent non-profit by Excellence in Giving, a major organization that reviews charities for effectiveness on behalf of high net-worth donors. This accreditation was received in May. As this process was underway, we realized that we could pursue accreditation by the Evangelical Council for Financial Accountability, which is the “good practice seal” for Christian charities. We received this in May as well, making NGU one of fewer than five Christian colleges to hold both certifications. The first gift connected to the EIG review was approved in May 2021 and received in July.

In FY 22, we will be launching a capital campaign that will target the College of Business & Entrepreneurship; simultaneously, we will be operationalizing the major scholarship gift that was approved by the donor after the EIG review. The capital campaign will likely be for about \$5MM. Fall 2021 will be the “quiet phase” of the capital campaign, with a public phase in 2022, concluding in fall 2022 and hopefully have resulting construction completed by fall 2023.

Cultivate a focused attention to the university as a social capital-generating entity, emphasizing Christ-centered community, biblically faithful discipleship, wholistic academic excellence, and strategic mission-focus.

Met: As the pandemic impacted so much of our work, we constantly underscored the Christ-first mission of the university as a way to stay focused on the main thing during a season of so many distractions. VP Jennings and his team headed into the new year with a sincere focus on building community among students at all levels. During the year, that unit overhauled its organization chart to underscore this, aligning campus ministries, student engagement, and residence life. Academics launched NGUone, an emphasis that positions first-generation students for success and engages them in a strong community. NGUleads was launched, providing equipping for faculty and staff leaders and mid-level management community for individuals who are interested in specialized professional development within the context of Christian worldview. NGUcares was launched, to prepare returning students for the fall semester and connecting them with advisors, prayer partners, and other persons who could engage in intellectual discipleship. The faculty recruitment process was updated, with search committees trained for better outcomes.

Prepare the university for cultural challenges in the wake of recent court decisions, the 2020 elections, and national conversations on difficult topics.

Met: With the election of Joe Biden (D) as President of the United States, and the Democratic takeover of both houses of Congress, the cultural shift against Christian orthodoxy took a large step forward. The rise of big tech, social unrest, and demographic shifts that favor more secular worldviews all have created challenges to Christian organizations.

As a university, in 2019 we took the step of shifting Dr. Steve Crouse into a role as Chief Spiritual Formation officer, a move that paid significant dividends during the pandemic with its stress and crises. We believed that this shift was also important to the cultural challenges, as we ensure that the campus community is spiritually vibrant and engaged in prayer, discipleship, and Bible study. His role ensures that we trust not in our legal or financial expertise but instead prepare carefully for those roles even as we continue to rely on Providence and God's protection of the university.

Having made that pivot, and as the pandemic intensified, we began the process of preparing for a new CFO who could help to navigate the new, more hostile context for university finances. Mike Stowell was engaged as an acting CFO through a vendor, CFO Colleague, and in July 2020 he began consulting and evaluating the business office. In January 2021, Stowell was named the permanent SVP, joining the university after his season of interim work. His background in both for-profit finance and in non-profit accounting has already proven to be a benefit to the university as we have navigated the uncharted waters of pandemic aid and funding. His wisdom, thoughtfulness, and unusually broad experiences will serve the university well as we head into the fraught uncertainties of the financial future. I will add additional kudos to Rachael Russiaky, VP for Student Services, who helped in formulating the application of the financial complexities of student aid, in conjunction with SVP Stowell.

The other area of the university that has historically been prone to unforced errors is that of legal review. The decision was made to shift to an in-house general counsel who can review most routine operations and who could shepherd the assignment of more specialized work to expert in external practices. The addition of Dr. Jill Rayburn has already proven to be well worth the investment, as she partners with other legal counsel, groups such as the Alliance Defending Freedom, and other experts in reviewing all university policies, practices, and documents, along with all contracts. This is a huge part of protecting the university against the increased weaponization of the IRS and other regulatory groups.

Objectives for 2021-2022

- Operationalize adjustments to university strategies based on emerging understanding of post-COVID-19 enrollment, financial, and reputational opportunities and challenges.
- Launch a significant capital campaign in 2021-2022.

- Monitor and prepare strategies for legal, financial, athletic, and accreditation challenges due to emerging post-Christian hostility to our market sector.
- Prioritize new curricular and programmatic launches in academic areas, including new partnership opportunities.
- Continue to operationalize plans for physical space renovations and allocations, including funding plans.
- Explore financial models for university sustainability in the future as funding models change.

NOTA BENE:

1. As we entered the second year of the pandemic, we were relieved that our protocols worked effectively. We were able to remain face-to-face with minimal interruptions to the educational programs. Student engagement was able to keep students involved in activities and campus ministries provided strategic interactions in a difficult year. Athletics was incredible in juggling compressed schedules in the spring and we had incredible successes in the classrooms with our student-athletes. The community finished the year with hope and a sense of momentum as we headed into the summer and began preparations for the fall return of students. Special kudos to EVP Rich Grimm and the COVID-19 Response Team for the leadership and wise navigating of these complex circumstances.
2. I have been a part of higher education since 1993 and at every institution, a huge part of our work has been regional accreditation through the Southern Association for Colleges and Schools—Commission on Colleges. SACS-COC is hard work and the decennial reaffirmation review is one of the most important functions of a university. The decennial visit was rescheduled due to the pandemic and they arrived in March 2021. The university received high marks and a minimum of follow up instructions. Barring something completely unexpected, we anticipate full reaffirmation in December 2021, which should stand through 2031. It is hard to believe that SACS-COC was almost an afterthought this past year due to the pandemic, but the success of Provost Nathan Finn and his team should not pass un-noted.

University Representation: Preaching / Speaking / Service / Travel

Not including minor on-campus speaking engagements (chapels, admissions events, etc.)

- **Advancement / Institutional Reputation**
- **Institutional Associations** (athletics, accreditation, CCCU, etc.)
- **Denominational / Church Relations / Baptist Affiliations**

July

8: IACE Board meeting

16-17: Hosted ARC-PA Accreditation Visit

19: Preached at Taylors First Baptist
21: Gulf South Presidents' Conference
21: Conference Carolinas Presidents' Conference
27-30: Prayer Retreat
28: Gulf South Presidents' Conference
30: Conference Carolinas Presidents' Conference

August

6: SCBC Nominating Committee (Columbia SC)
11: Gulf South Presidents' Conference
11: Conference Carolinas Presidents' Conference
14: Conference Carolinas Presidents' Conference
21: Convocation Address
26: Jacks Tingle funeral

September

3: Tigerville Fire Department Commission
8: Gulf South Conference Presidents' Conference
8: Conference Carolinas Presidents' Conference
20-21: Impact 360 Institute Board of Directors (Pine Mountain GA)
22: Gulf South Presidents' Council
23: Founders' Day / Neves Dedication
25: Hosted Pharmacy Dean, Palm Beach Atlantic University (partnership development)
27: Preached at Brushy Creek BC

October

2: Prospective Donor Dinner
5-6: Conference Carolinas Presidents' Council
6: SCBC Executive Board (Columbia SC)
7: SCICU Board of Directors
8: Red Carpet Gala
13: IACE Board of Directors
14: Conference Carolinas Presidents' Council
15: Keynote Address: Christian Learning Centers of the Upstate
16-17: Hosted homecoming events
18: Comstock Memorial Service
19: Co-Hosted National Religious Liberty Zoom Conference with Sen. Lindsay Graham and Tony Perkins (Family Research Council)
20: Donor cultivation luncheon

November

9: NGU Alumni / SCBC Pastors Conference
10: NGU Report at SCBC (Columbia)

16: Gulf South Presidents' Conference

19: Impact 360 Board meeting (Zoom)

December

2: IACE Board meeting

5: Marshall, Tigerville Community Christmas Parade

6: Float Rider, Greer Community Christmas Parade

7-8: Southern Association of Colleges and Schools Annual Meeting (Zoom)

11: Commencement Services: Included hosting Gov. / First Lady McMaster

16: Conference Carolinas Presidents' Conference

17: SCICU Board of Directors

January

8: Benediction, SC Citizens for Life (sat with Gov. McMaster at head table, Columbia)

13: Christian Education Conclave (Atlanta)

14: New Trustee Orientation

15: Hosted Greenville Co Sheriff Lewis / leadership team on campus

15: NCAA Annual Conference (Zoom)

24-30: Prayer and Planning Retreat (Folly Beach): see additional note

26: Christian Ministries Scholarship Banquet

February

3-5: IACE Annual Meeting (Ft. Worth)

11: Conference Carolinas Presidents' Conference

12: Alliance Defending Freedom Religious Liberty Webinar

16: Gulf South Conference Presidents' Meeting

22-25: SACSCOC On-Site

25: SCICU Board of Trustees

March

3: Impact 360 Institute Board of Directors (Atlanta)

5: Meeting with new Ownership Group, Ridgecrest Assembly Foundation (Black Mountain NC)

16: Gulf South Conference Board of Directors

24: Meeting with Dr. Wayne Bray (President-Elect, SCBC)

30: Alumni Event with Baseball @ Fluor Field

April

1: Alliance Defending Freedom Religious Liberty Conference Call

3: Barbara McCormick Funeral (Rock Hill)

9: SGA Faculty / Staff Softball Game

13: Taylors Free Medical Clinic (host at pre-function events)

14: National Day of Prayer (recording for broadcast with HIS FM)

20: SCBC Executive Board Meeting NGU report (Columbia)

- 20: CMSF Dinner
- 26: SGA Late Night Breakfast
- 27: Christian Learning Centers of Greenville Banquet (Hosted Lee Strobel)
- 29: Palmetto Family Council Banquet (met with former VP Mike Pence)

May

- 1: Hosted Commencement Speaker
- 2-4: Impact 360 Lectures on Culture
- 3: Impact 360 Institute Graduate Banquet
- 4: Lifeshape / Impact 360 Institute Staff Development: The Future of Apologetics Post-COVID-19
- 6: Greenville County GOP Gathering with Rep. Timmons
- 12: Monthly Facebook Live with Admissions
- 12: Cherokee Valley / Core 450 Open House
- 14: Alumni Connect Event @ Greenville Drive
- 17-18: [Conference Carolinas Board of Directors](#)
- 24: Tigerville Fire Department Leadership meeting
- 26: Legacy Charter School (William Brown)
- 27-29: Donor Visits @ NCAA Baseball Regionals

We continue to prioritize regular time away with family:

- June 26-July 3: vacation at Beaufort SC
- September 3-7: visited parents in San Antonio TX
- November: visit with Lisa's mom in TN
- November: emergency visit for my mother's stroke
- December: Visit with Lisa's mom in TN
- February: visit with my parents in TX
- February: visit with my parents in TX
- March: visit with my parents in TX
- April: visit with Lisa's mother
- May: visit with son Ethan in FL
- May: visit with Lisa's father in VA

I serve as a deacon at Taylors First Baptist Church (serving on the crisis committee).

I represent the university on the Board of Directors of Impact 360 Institute, the International Alliance for Christian Education, the Center for Christian Cultural Engagement, the South Carolina Independent Colleges and Universities Association, Conference Carolinas, and the Gulf South Conference (affiliated).

I had an article published: ["Intellectual Empathy: Operationalizing the Great Commandment through the University General Education Program" *Southwestern Journal of Theology* Spring 2020 \(pp. 77-92\).](#)

I served on two doctoral committees:

Jason Young, NGU D.Min.

Andy Pettigrew, Southeastern Baptist Theological Seminary, Ph.D.

Executive Vice President

Mr. Rich Grimm

As the Chief Operating Officer, the Executive Vice President is tasked with responsibility for leading and resourcing the day-to-day operation of the University. As such, the EVP's office is often engaged in a wide range of activities in support of the Executive Leadership Council who report to the EVP. Additionally, the EVP has line responsibility for Greer and Tigerville operations. Below is a synopsis of major efforts for which the EVP was directly responsible.

Quarter 1

COVID-19

The year was marked by considerable progress, even while navigating matters related to COVID-19. While each quarter of the year was challenging, as the daily operation of the University was adjusted to compensate for realities associated with the pandemic, Q1 was particularly unique as the University prepared for the opening of the fall semester.

The COVID-19 Response Team led the University to a successful reopening of the campus to the public on June 15. The team met on a weekly basis throughout the summer. The FA20 stack pole protocols were adopted on July 14 and revised on August 9, which then led to the development of over 250 operating protocols for the fall semester.

FA20 opened on time and in person, with traditional classes starting on August 20. Four (4) positive cases were reported in August.

Project Updates

In light of the fact that FUGE was cancelled due to the pandemic, a number of campus-wide renovations and improvements were undertaken during Q1. Labelled 'Woo and Wow,' these projects included: Neves Hall renovation project neared completion; Turner Chapel stage was extended and refinished; Bruce Hall rooms were repainted and showers and fixtures replaced; Craft Hemphill Mission Control was renovated; and a health services clinic was opened on West Crain.

CFO Position

The University contracted with CarterBaldwin to engage in a nationwide search for a new Chief Financial Officer. Concurrent with this action, we contracted with CFO Colleague to assist with the transition. To that end, Mr. Mike Stowell was placed at NGU as Interim CFO.

Greer Operations

Led by AVP Justin Pitts, a number of Q1 accomplishments were realized in Greer, including: installation of a proximity lock on the front entrance; successful launch of fall operations; opening of a satellite campus store; and completion of Great Days of Service.

Tigerville Operations

Led by Sr. AVP Billy Watson, a number of Q1 accomplishments were realized, including: the search for a new leader for Campus Security, which culminated with the hiring of Tony Eigner, formerly with the Newberry County Sherriff's office; a successful onboarding and rollout of Tree of Life; and acquisition of pre-owned classroom desks for Donnan.

Quarter 2

COVID-19

The COVID-19 Response Team met twice-weekly throughout most of Q2. Fifty (50) positive cases were reported in Q2 (Sept 1 – Nov 30). Planning for SP21 was given focused attention.

NGU2025

NGU2025 was updated and presented to the Board of Trustees at their fall meeting.

Annual Report

A comprehensive annual report was produced and submitted to the Board of Trustees at their fall meeting.

Project Updates

Neves Hall renovation project was concluded. Preliminary conversations were facilitated regarding renovation possibilities for Sullivan Box, the Averyt/Wood Resource Center, and back-filling of financial aid space in Hayes Ministry Center.

Greer Operations

The NGUprays initiative was supported by the TBC. Campus operations were managed well as fall activity picked up on a number of fronts. Greer Operations provided critical support to the Greer Relief golf tournament at Cherokee Valley.

Tigerville Operations

A new lease was negotiated in support of residential housing laundry services. Support of the Tree of Life program transitioned to include book returns and SP21 adoptions.

Quarter 3

COVID-19

The COVID-19 Response Team continued to meet twice-weekly throughout most of Q3. Planning for SP21 was given focused attention. On demand testing was made available through Athletic Training and the campus clinic. Stack pole protocols were approved on December 10 and revised on February 10; in total, one hundred seventy-one (171) SP21 protocols were written and approved during Q3. A total of two hundred thirty (230) positive cases were reported in Q3 (Dec 1 – Feb 28).

Project Updates

Conversations continued regarding renovation possibilities for Sullivan Box, the Averyt/Wood Resource Center, and Donnan Administration Building.

ReWa Easements

Negotiations and discussions with ReWa leadership continued throughout Q3. Legal counsel from both entities engaged in the discussion, with a view of securing necessary approvals by the June meeting of the Board of Trustees.

Excellence in Giving

Work began on coordinating completion of the Excellence in Giving analytics request. Supporting units included Student Services, Advancement and University Engagement and the Business Office.

Greer Operations

A successful opening of the SP21 semester was supported by the team. A comprehensive campus satisfaction survey of Greer operations was designed and administered. A number of office moves and relocations were facilitated. Meetings were held with the new city administrator, Andy Merriman.

Tigerville Operations

Campus Safety and Security hosted a lunch on January 14 with Sheriff Lewis, his command staff, and NGU leadership. Aramark adopted opening protocols that served the community well. The operation of the Tree of Life program improved greatly from FA20. The Visiplex Emergency Alert system was installed on the Greer campus. Planning meetings were held with FUGE leadership in the hopes of resuming camps in SU21.

Quarter 4

COVID-19

The COVID-19 Response Team met one or two times weekly throughout most of Q4. Stack pole protocols for the summer were approved on April 1 and revised on May 11; operating protocols were adjusted in light of declining infection rates. Recommendations were prepared regarding a vaccination protocol for the University. A total of forty-three (43) positive cases were reported during this period (Mar 1 – May 31).

Project Updates

Conversations were facilitated regarding 'Woo and Wow II,' which included projects to be queued during the summer months. Renovations continued on Craft-Hemphill. Planning continued on Sullivan Box renovation.

ReWa Easements

Negotiations and discussions with ReWa leadership continued throughout Q4. NGU submitted final feedback to ReWa, which shifted the burden primarily to ReWa to finalize discussions in time for the June meeting of the Board of Trustees.

Excellence in Giving

The completed analytics request was submitted March 15 and additional feedback submitted March 23. A funding request for scholarship support was submitted on March 26. We received notification on April 1 that we received EIG's certificate of transparency. Special thanks to VPs O'Gwynn, Russiaky and Sr. VP Stowell for support of the project.

Greer Operations

The TBC led out in the planning and hosting of a Day of Prayer service on May 6. The TBC hosted a memorial service in recognition of Dr. T. Walter Brashier's passing, at which time the main conference was dedicated as the T. Walter and Catherine Brashier Conference Room.

Tigerville Operations

New washers and dryers were installed throughout the residential areas. NGU hosted the championships of the Pioneer Football League (homeschool teams) on April 10. Commitments were made to Lifeway to accommodate 650-700 FUGE students per week. AED devices were purchased and installed in key areas.

Provost and Dean of the University Faculty

Dr. Nathan Finn

Quarter 1

Faculty Matters

Faculty Leadership

Newly elected faculty leadership for the 2020-2021 academic year began their service in August 2020. Jan Foster (Biology) served as Faculty Chair and Mike Weaver (Music) served as the Faculty Vice-Chair. David Cudd (Music Education) was named the Interim Associate Dean of the Cline School of Music. Brendan Payne (History) was appointed Chair of the Department of History. Randall Moss (Biology) was appointed FYE Coordinator. Megan Hollifield (Music) was appointed Program Coordinator for Music Worship Studies.

New Faculty Hires

We began the fall 2020 semester with 153 full-time faculty members. The following faculty members were appointed for the 2020-2021 academic year.

Name	Title
Kelechi Benet	Associate Professor of Communication
Allison Bridges	Assistant Professor of Biology
Nancy Caukin	Professor of Education / Associate Dean for Undergraduate Programs in the College of Education
Caroline Coates	Assistant Professor of PA Medicine / Clinical Coordinator for PA Medicine
David Entwistle	Distinguished Professor of Psychology
Brad Hamlett	Director of the Center for Cybersecurity
Nicholas Higgins	Associate Professor of Political Science / Chair of the Department of Political Science & Criminal Justice and Legal Studies
Angela Horn-Barrett	Assistant Professor of Voice
Martin Jones	Assistant Professor of Business Law and Ethics
Randall King	Professor of Communication / Associate Dean of the School of Communication
Jieun Lee	Assistant Professor of Mathematics
Sarah Little	Assistant Professor of Elementary Education / Assessment Coordinator
Linda Parker	Associate Professor of Education
Jeremy Parks	Visiting Instructor of ASL
Gary Rhoden	Director of Athletic Bands / Instructor of Music Education

Faculty Promotions

The following faculty were promoted by virtue of completing their terminal degree or by affirmation of the Board of Trustees.

Name	Rank Following Promotion
Ann Aust	Professor of Education (Aug 1)
Angela Bullard	Associate Professor of English (Aug 1)
Karyn Campbell	Assistant Professor of Communication (June 1)
Amy Dunlap	Associate Professor of Theatre (Aug 1)
Hyunju Kim	Associate Professor of Mathematics (Aug 1)
Robert Knepp	Associate Professor of Biology (Aug 1)
Xuhua Liu	Associate Professor of Mathematics (Aug 1)
Victor Prieto	Professor of Spanish, Linguistics, and TESOL (Aug 1)
Jamison Rhoads	Associate Professor of Theatre Design (Aug 1)
Matthew Wireman	Associate Professor of Christian Studies (Aug 1)

Affiliated Professor Program

The Affiliated Professor Program was launched in August 2020 to attract exemplary part-time faculty who are leaders in their respective industries. The inaugural class of Affiliated Professors included the following individuals.

Name	Title and Department
Phil Alsup	Affiliated Professor of Leadership (Institute for Global Leadership)
John Basie	Affiliated Professor of Leadership (Institute for Global Leadership)
Larry Bateman	Affiliated Professor of Management (College of Business and Entrepreneurship)
Richard Blackaby	Affiliated Professor of Christian Leadership (College of Christian Studies)
Garry Smith	Affiliated Professor of Political Science (College of Humanities and Sciences)

Faculty Events

New Faculty Orientation was held August 11, 2020. Fall Faculty Workshop was held August 12-13, 2020. Both events incorporated COVID-19 protocols. The Fall Faculty Workshop was also livestreamed for faculty members who received accommodations to attend remotely due to health conditions or childcare.

The University held its first annual convocation chapel on August 21, 2020. President Fant delivered an address to the faculty on the relationship between the biblical worldview and the humanities.

On September 17, 2020, the University hosted its annual Constitution Day Lecture. Professors Brendan Payne (History) and Nicholas Higgins (Political Science) were the two speakers for the event.

Academic Initiatives

Academic Reorganization

The following academic reorganization became official on June 1, 2020. The reorganization and related promotions had been approved during the final quarter of the 2019-2020 budget year.

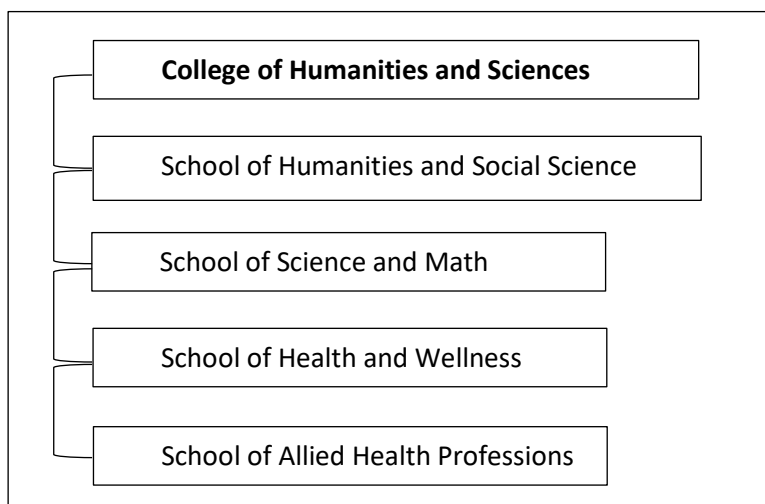
The College of Wellness and Sport Professions was dissolved. The College of Business and Entrepreneurship now houses the Department of Sport Management.



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 was appointed 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 was appointed 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 was appointed as associate dean of the School of Allied Health Professions.



NGUcares

During the summer of 2020, the Center for Student Success implemented 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 over the summer. Over twenty staff members from across the university were directly involved in NGUcares that summer.

NGUleads

2020-2021 marked the launch of NGUleads, a leadership development program for faculty and staff. The program was developed by Jill Rayburn, then Assistant Provost for Academic Outreach / Director of Professional Programs, who now serves as University General Counsel. Effective August 2021, oversight of NGUleads transferred to the Office of the University General Counsel. The following individuals were part of the inaugural class of NGUleads.

Name	Title
Franklin Aviles-Santa	Chair of the Department of Business Administration
Vanessa Coley	Assistant Director for Student Accounts
Cheryl Collier	Associate Dean of the School of Humanities and Social Sciences
Shelley Dugle	Associate Dean of Graduate Programs in the College of Education

Amy Dunlap	Associate Dean of the School of the Arts
Stuart Floyd	Director of Career Planning / Assistant Men's Housing Director
Jordan Hairr	Associate Dean of the School of Allied Health Professions / Program Director for PA Medicine
Nicholas Higgins	Chair of the Department of Political Science and Criminal Justice & Legal Studies
Katie Lynn Marshall	Director of Undergraduate Enrollment
Justin Pitts	Associate Vice President for Greer Campus Operations
Jeff Rankin	Associate Dean of Undergraduate Programs in the College of Christian Studies
Jared Thomas	Associate Vice President of Student Engagement

Academic Council

The Academic Council was restructured to include four groups of academic leaders: (1) the Office of Academic Administration leadership; (2) the academic deans; (3) the associate deans; and (4) academic support leadership. The revised Academic Council had regularly scheduled meetings quarterly, and periodic meetings as needed, for the purpose of fostering more open communication and collaboration among academic leaders at NGU. The Council of Deans, which includes the Office of Academic Administration leadership and the college deans, continued to meet bi-weekly to focus on academic vision, the development and refinement of policies and procedures, etc.

Academic Handbook

The 2020-2021 edition of the Academic Handbook was published in September 2020. It included a number of updated policies and procedures.

COVID-19 Academic Protocols

Academic Administration, the University Faculty, and academic support staff spent the summer of 2020 developing COVID-19 protocols for potential implementation during the 2020-2021 academic year. All protocols were in response to the University's COVID-19 Stack Protocols. The Office of Academic Administration developed protocols that applied to all faculty and support staff. University Faculty and other instructional staff developed contingencies for their courses to shift to virtual instruction if necessary. Academic support, including the Library, the Center for Student Success, the Office of Student Accessibility, and the eLearning Center, developed protocols related to the respective services they offer. In addition, the eLearning Center helped train faculty members in matters related to online pedagogy and assisted a number of faculty in developing or updating online courses.

Four individuals from Academics served on the COVID-19 Task Force: 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, Erin Campbell (assistant director of the Institute for Global Leadership), and Jordan Hairr (associate dean of the

School of Allied Health Professions). The Provost also participated in meetings on an as-needed basis.

Quarter 2

Faculty Matters

Faculty Awards / Honors

Rick Martinez, Distinguished Professor of Management and Associate Dean for Undergraduate Programs in the College of Business and Entrepreneurship, was awarded the 2020 Sharon Johnson Award from the Christian Business Faculty Association. The Johnson Award is awarded annually to recognize God-honoring intellectual contributions by individuals who incorporate learning, business, and faith into a dynamic process to promote Christian faith integration in business.

New Faculty Searches

The Senior Leadership Council began approving new faculty searches in November 2020. Ultimately, 23 searches would be approved, with 18 positions filled between January 2021 and August 2021.

Accreditation

In October 2020, the PA Medicine program was placed on probation by ARC-PA for a period of two years. This decision was communicated to the Board of Trustees via an email from President Fant and a letter from Provost Finn dated October 29, 2020. In response to the findings that led to probation, Dr. Jordan Hairr turned in a Citation Report to ARC-PA on February 5, 2021.

Quarter 3

Graduation

The University graduated 237 students in the December Commencement. This included 165 undergraduates, 64 master's students, and 8 doctoral students. We held two Commencement services. Tawana Scott was the commencement speaker for the graduate and professional programs service and Lisa Van Riper was the commencement speaker for the traditional program service. Mrs. Van Riper was also awarded an honorary doctorate from the University during the second service.

Faculty Matters

New Faculty Hire

We began the Spring 2021 semester with 148 full-time faculty members. The following faculty member was appointed for the spring semester.

Name	Title
Ansley Welchel	Instructor of Communication

Faculty Promotion

The following faculty member was promoted by virtue of completing his terminal degree.

Name	Rank Following Promotion
Randall Moss	Assistant Professor of Biology

Faculty Awards / Honors

Paul Thompson, Professor of History and Dean of the College of Humanities and Sciences, delivered a keynote address at the annual meeting of the International Alliance for Christian Education in February 2021. He addressed the need for a consistently Christ-centered philosophy of education in each of the academic disciplines.

Faculty Death

Professor Timothy Ross passed away on February 24, 2021. Prof. Ross served as Instructor of Math and Math Lab Coordinator. He taught most of our developmental math classes and was gifted at assisting struggling students succeed academically. He was an alum of NGU and had nearly completed his Master's degree.

Academic Initiatives

Core Curriculum

The Core Curriculum Task Force was reconstituted in December 2020 after being suspended the previous summer due to COVID-19 preparations. The Task Force began working on a more unified core curriculum for all undergraduate programs. The goal is to present curricular revisions to the faculty, administration, trustees, and SACSCOC during the 2021-2022 academic year. Pending SACSCOC approval, the University will then work toward implementing the new core for the 2023-2024 academic year.

Academic Partnerships

The College of Christian Studies announced an articulation agreement with New Orleans Baptist Theological Seminary in December 2020. The agreement allows graduates of our Christian Studies programs to complete the Master of Divinity at New Orleans Seminary at an accelerated pace.

Administrative Changes

Jill Rayburn stepped down from her role as Assistant Provost for Academic Engagement / Director of Professional Programs to serve in the newly created position of University General Counsel effective January 1, 2021. Tawana Scott was appointed Associate Provost for Academic Engagement / Dean of Professional Programs effective March 1, 2021. The position was revised so that all adult and professional programs, including NGU Online, were now under Dr. Scott's administrative oversight. As part of this transition, Lena

Maslennikova was reassigned from Associate Vice President for NGU Online to the role of Director of the eLearning Center, under the supervision of Dr. Scott.

In January, we announced that George Hopson would be stepping down from his role as Director of Institutional Research and Effectiveness at the conclusion of the academic year to serve in a full-time faculty role in the Department of Sport Management effective June 1, 2021. Jan Foster, Associate Professor of Biology, was appointed to the newly created role of Assistant Provost for Instruction and Assessment effective June 1, 2021. In that role, Dr. Foster gives oversight to accreditation, institutional research, academic program development and revision, and faculty professional development. During the spring of 2021, Dr. Foster consulted with Dr. Hopson, as well as Linwood Hagin, Associate Provost for Undergraduate Programs and Academic Administration, to ensure as smooth a transition as possible.

Accreditation

The University's on-site visit with SACSCOC was held virtually on February 22-25, 2021. The visit went very well, resulting in only four recommendations. None of the recommendations related to core functions of the University. Various offices prepared responses to the recommendations, under the coordination of George Hopson, our SACSCOC Liaison. The response was submitted to SACSCOC before the July 25, 2021 deadline. The Board of SACSCOC will make a final determination about the University's accreditation at the annual meeting in December 2021.

Quarter 4

Graduation

The University graduated 340 students during the April Commencement. This included 309 undergraduates, 29 master's students, and 2 doctoral students. Bill Reeves, CEO of Educational Media Foundation, was the commencement speaker.

Faculty Matters

Retirements, Resignations, and Non-Renewals

By the end of the 2020-2021 academic year, the following faculty members departed due to retirements, resignations, or non-renewals. Those denoted with an asterisk (*) will continue to teach adjunctively for the University.

Name / Department	Reason
* William Cashion (Christian Studies)	Retirement
* Shannon Fike (ASL)	Retirement
* Lorene Hutchinson (Psychology)	Resignation
* Peggy James (Accounting)	Retirement
Seth Killen (Voice)	Resignation
Jieun Lee (Math)	Resignation
Kathryn McColskey (Education)	Retirement

Victor Prieto (Spanish)	Resignation
Nathan Ruffrage (Outdoor Leadership)	Resignation
Dale Savidge (Theatre)	Retirement
* Rosemary Thrasher (History)	Retirement
Gwendolyn Watson (Biology)	Resignation
Christopher Zapalski (Accounting)	Non-Renewal

Academic Administration

Linwood Hagin was promoted to Senior Associate Provost for Academic Administration, effective June 1, 2021. Vlad Sabou's title was updated to Assistant Provost for Student Success and Retention, effective June 1, 2021.

Academic Programs

New Programs

The University Faculty approved a new Bachelor of Arts in Theatre Education, which is housed in the College of Communication and Fine Arts. This degree draws heavily from the existing curriculum for the Bachelor of Arts in Theatre. Because this degree includes less than 25% new classes, SACSCOC approval was not required. The Board of Trustees approved the program at their June 2021 meeting.

The University Faculty approved two new master's degrees, both of which are housed in the College of Business and Entrepreneurship. The Master of Organizational Leadership and Master of Human Resource Management each draws heavily from the existing curriculum for the Master of Business Administration. Because each degree includes less than 25% new classes, SACSCOC approval was not required. The Board of Trustees approved the program at their June 2021 meeting.

Program Revisions

The University Faculty approved two program revisions. In the College of Business and Entrepreneurship, the Master of Business Administration was revised so that it could share courses strategically with the new Master of Organizational Leadership and Master of Human Resource Management. In the College of Christian Studies, the Master of Christian Ministry and Master of Divinity were revised to update the curricula to strengthen the rigor of the degrees and reflect the alignment of undergraduate and graduate programs within that college.

Combination Degrees

The Office of Academic Administration, in partnership with the Office of Student Services, approved a Combination Degree policy that creates a pathway for undergraduate students in their junior and senior years to enroll in master's level courses at NGU. This enables those students, upon graduation with their bachelor's degree, to transfer the credits back into a master's program and reduce the total amount of time required to complete both degrees. The first combination degrees were approved in the College of Business and Entrepreneurship for the BBA + MBA/MOL/MHRM.

Online Programs

In April 2021, the Provost appointed a NGU Online Task Force to assess our current online programs and make a recommendation for the future flourishing of those programs. The Task Force includes representation from every college and from strategic staff offices. The Task Force chair is Tawana Scott, Associate Provost for Academic Engagement / Dean of Professional Programs. Their final recommendation is due to the Provost by January 2022.

Senior Vice President for Finance

Mr. Mike Stowell

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

Quarter 1

Fiscal Year 2020 Audit

The audit for the year ending May 31, 2020, began with an onsite visit by Capin Crouse in June. The final field work was during the week of July 20. Throughout July and August, the business office worked with Capin Crouse to provide additional information for the financial audit, including specific information on the use of the HEERF I grant provided under the CARES Act.

Fiscal Year 2021 Budget

Due to COVID-19-related adjustments in projected enrollment, work continued on developing a balanced budget as the fiscal year began. The budget was finalized and approved at the June Board meeting.

Financial Reports

A review of existing financial reporting capabilities was conducted.

Human Resources

Polices were developed to address circumstances brought on by the advent of COVID-19. These polices addressed items such as testing, quarantine, isolation and sick leave. Michael Stowell began serving in the role of interim SVP for Finance to allow time for a search to fill the position.

Quarter 2

Fiscal Year 2020 Audit

An initial draft of the audit was received the week of September 18, the second draft was received on October 6, and the Board accepted the audit on October 22. At the October Board meeting, Capin Crouse presented an overwhelmingly positive overview of the financial health of the university.

Fiscal Year 2021 Budget

As the quarter began and fall enrollment was finalized, there was a need to look for budget adjustments to accommodate a decline in revenue projections. The adjustments were arrived at through an iterative process where each member of the ELC reviewed their

budgets to identify savings opportunities. In November, a draft of the revised budget was presented to the Executive Committee of the Board of Trustees.

Fiscal Year 2022 Budget

The budgeting process began in September with consideration of anticipated enrollment and the setting of tuition and fee rates for the 2021-22 academic year. On October 22 the Board of Trustees approved tuition and fee pricing for the next year. To improve the budget process, steps were taken to begin using the Jenzabar budgeting features. Previously, Excel had been the primary budgeting tool. While Excel is a powerful application, managing multiple workbooks and versions is complex and prone to errors. Initial proof of concept of the Jenzabar budgeting features was accomplished in November. Subsequently, considerable work was undertaken to configure the departmental worksheets and flow to conform to the university's approach to budgeting and budget approval. This work was completed in January.

Financial reporting

While developing standard financial reports, issues with the trial balance were uncovered. Some of these issues were resolved internally and others required the submission of a help ticket with Jenzabar. As part of the project, the reporting codes used by Capin Crouse were incorporated into the reporting tool. This serves as a first step towards creating repeatable reports that conform with the audited financials. In addition, efforts commenced to improve upon endowment tracking and reporting. A rough conceptual draft of the process to report each individual endowment corpus, cumulative earnings and cumulative award balances was constructed.

Accounting

An unidentifiable change in Jenzabar resulted in the failure of the system to notify A/P when invoices were received. As a result, some payables were delayed. After engaging Jenzabar in several attempts to resolve the issue and many internal attempts, the issue was fixed in-house.

Insurance

Three powerful storms that occurred during the year resulted in significant damage and correspondingly large insurance claims. The business office undertook efforts to identify all the damage and process the claims. Based on the damages, a significant increase in premiums was anticipated for the March renewal.

Contracts

Food Service

The food service contract with Aramark was finalized and signed in September. The contract consists of a master agreement signed in 2002 and annual addendums every year thereafter. Various substantial changes have been made in the annual addendums, such as the requirement to prepay the last three months of the fall and spring academic terms. Aramark was approached about developing a new master agreement.

Budd Group

With the Budd Group contract set to expire in April 2021, the Business Office supported CES to create an RFP for landscaping and housekeeping services.

Human Resources

Annual, mandatory Title IX training was conducted.

Real Estate

On September 22, the University closed on the sale of a small piece of property (Memorial Drive). In addition, the tenant at 227 Cedar Spring was brought current on her long delinquent rent.

Higher Education Emergency Relief Funds (HEERF)

Under the CARES Act HEERF funds can be used for expenses related to any changes in instruction that are to mitigate the spread of COVID-19 or for expenses that are related to measures taken to ensure student safety. The Business Office solicited members of the ELC for ideas on qualifying expenses and supported efforts to use the grant monies.

Quarter 3

Audit and Tax

With the conclusion of our FY20 audit, the federal EZ Audit submission was completed and work began on the corresponding Form 990. All relevant information was supplied to Capin Crouse to meet with the April 15 filing deadline. Additionally, we finished the work on the Intercollegiate Athletic Program Agreed-Upon Procedures Report for the year ending May 31, 2019. This report is kept on file and made available to the NCAA if they request it. These procedures are conducted once every three years. The next period for which we will conduct these procedures is the 2021-2022 year.

Fiscal Year 2022 Budget

The complexity in transitioning to using the Jenzabar budgeting features resulted in getting budget worksheets out to the departments in January. Jenzabar was successfully used to create the first iteration of budget. An initial review of the budget was conducted by the SLC in early February. This draft required significant revision and was sent back to budget managers for a second iteration. The Finance Committee and the Board were provided progress updates in February. [Note: the Jenzabar budgeting feature was not used for personnel budgets. Personnel budgeting was done in Excel and transferred to Jenzabar. Budgeting salary, wages and benefits in Jenzabar will be possible after we fully implement the Personnel Module.]

Financial Reporting

At the start of the calendar year we added the Statement of Financial Position (balance sheet) to the standard monthly reporting packet. The business office set up codes for each endowment to enable enhanced endowment tracking.

Insurance

At the very end of December, our carrier, The Philadelphia, indicated that they would not renew our property insurance and that premiums on other lines would increase significantly. Our broker (McGriff) began marketing our business in January. Ultimately our previous carrier, Selective, expressed interest and provided the only viable option for the March renewal.

Our medical insurance plan is a pre-ACA, grandfathered, plan. The plan continues to serve the university well and no substantive changes were identified or recommended for the April renewal.

Higher Education Emergency Relief Funds (HEERF)

The business office continued to record and report on all grant related expenses. In late December the Coronavirus Response and Relief Supplemental Appropriations Act was passed, providing additional HEERF funds, i.e. HEERF II. With this new grant, additional processes were put in place to ensure conformance to grant requirements. The new process included a formal request form, specific, related budget codes and a three-person review committee to ensure all uses of the funds comply with the grant provisions.

Advancement Support

We applied and were approved for membership in ECFA (Evangelical Council for Financial Accountability). ECFA provides an accreditation of financial responsibility. It demonstrates that the university complies with ECFA's seven standards of financial accountability and

gives donors a greater assurance that their money is well used. Similarly, the business office supported efforts that resulted in obtaining certification from Excellence in Giving.

Quarter 4

Audit and Tax

The 990 was completed and submitted prior to the April 15th deadline. Prior to filing the 990, it was reviewed with the Finance and Executive Committees. Preparation for the annual financial audit began in May, with the first site visit by Capin Crouse scheduled for the week of June 21.

Fiscal Year 2022 Budget

A final FY22 budget was compiled and presented to the Finance and Executive Committees in May. The budget included the use of HEERF funds for capital projects. In addition, we anticipated the use of HEERF money to replace lost revenue from traditional, auxiliary, and summer programs.

Insurance

In March we moved our liability and property and casualty insurance to Selective. Due to our claims history, there was an overall rate increase of \$50K and our property deductibles have increased from \$10K to \$50K. Selective made a campus visit and provided a few recommendations to mitigate risk related to property and abuse. We are following up on those recommendations.

Dining Contract

Aramark provided a version of our contract that consolidated the 2002 master agreement and approximately 20 addendums that have been executed over the last nineteen years. We are currently reviewing and negotiating certain provisions of the contract. The contract is set to expire in 2034.

Human Resources

Our retirement plan administrator, Guidestone, conducted one-on-one Zoom meetings with interested employees. Leveraging our payroll portal's capabilities and in lieu of compensation statements, all staff employees were sent an email instructing them on how to access their compensation information through Paychex.

Higher Education Emergency Relief Funds (HEERF)

In March, the American Recovery Plan was passed, providing additional HEERF funding and bringing the total institutional amount of HEERF to just over \$6MM. With the new tranche of HEERF money came substantial guidance on use of the funds. This guidance was more generous and applied retroactively to HEERF I, II, and III. By year-end, there were roughly 50 internal requests to use these funds. To help ensure grant compliance, discussions were held with Capin Crouse, including the review of specific projects. To ensure compliance with purchasing requirements we issued a revised Procurement Policy that is in conformance with 2 CFR 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Award). In the last quarter of the fiscal year, we exhausted all of the HEERF I grant and began using HEERF II funds.

Summer Camps

In conjunction with the Office of the University General Counsel, we modified some of the business practices relating to athletic and theatre summer camps. This included the implementation of revised forms for registration, liability release and medical authorization, as well as a revision of accounting practices to ensure that the revenue and expenses are properly characterized.

Comparative Income Statement

The periods June 1 through May 31

	FY21 Actual	FY20 Actual	FY19 Actual
INCOME			
Educational and General			
Regular Sessions			
Traditional Tuition	32,915,190	33,687,145	35,132,064
Traditional Fees	469,324	361,397	471,758
CAPS Tuition & Fees	1,525,036	1,506,709	1,583,562
Total Regular Sessions	34,909,550	35,555,250	37,187,384
Summer Sessions			
Tuition	821,557	730,580	224,852
Registration & Other Fees	10,295	10,060	10,825
Total Summer Sessions	831,852	740,640	235,677
Graduate Program			
Graduate Tuition	1,627,708	1,538,228	1,777,163
Graduate Fees	75,665	176,765	77,100
PA Tuition	3,063,234	3,029,913	2,467,723
Total Graduate Program	4,766,607	4,744,906	4,321,986
Scholarships And Fellowships	(17,134,762)	(15,813,051)	(16,254,116)
Total Educational And General	23,373,247	25,227,746	25,490,930
Other Income			
Cooperative Program	1,147,077	1,165,011	1,170,809
Private Gifts Restricted	1,058,605	1,582,259	199,063
Private Gifts Unrestricted	848,018	474,552	1,002,465
Endowment Income	7,938,752	2,483,055	862,217
Other	(174,836)	623,279	1,469,913
HEERF	1,130,220	276,938	-
Total Other Income	11,947,836	6,605,093	4,704,468
Auxiliary Enterprises			
Residence Halls	5,455,343	5,665,123	6,115,917
Food Service	5,881,710	6,325,893	7,046,551
Gas Station	1,116,167	1,321,098	1,531,369
Print Hub	183,915	333,204	349,152
Rentals	174,319	164,516	238,940
Summer Programs	-	1,190,400	1,154,362
University Store	1,191,639	645,961	829,986
Total Auxiliary Enterprises	14,003,093	15,646,195	17,266,276
GRAND TOTAL INCOME	49,324,177	47,479,033	47,461,675
EXPENSE			
Educational And General			
Instruction	13,133,490	12,584,592	12,606,018
Academic Support	3,973,454	4,688,119	4,371,405
Learning Center	508,921	548,060	569,111
Student Services	7,238,252	7,453,408	7,080,907
Institutional Support	5,789,815	5,217,448	5,051,751
Physical Plant	4,785,874	4,773,382	4,744,691
Depreciation	2,775,052	2,549,067	2,451,385
Tuition Remission	765,905	845,460	733,228
Total Educational And General	38,970,763	38,659,537	37,608,497
Auxiliary Enterprises			
Residence Halls	753,159	924,814	946,944
Food Service - Exp	3,261,115	2,843,860	3,310,742
Gas Station - Exp	1,077,547	1,207,229	1,534,472
Print Hub - Exp	228,323	260,234	292,798
Summer Programs-Exp	13,970	660,961	645,724
University Store-Exp	1,638,932	666,669	712,185
Rental Expense	102,133	73,163	59,524
Total Auxiliary Enterprises	7,075,180	6,636,930	7,502,390
GRAND TOTAL EXPENSE	46,045,942	45,296,467	45,110,886
Income	49,324,177	47,479,033	47,461,675
Expense	46,045,942	45,296,467	45,110,886
YTD Surplus (Deficit)	3,278,234	2,182,566	2,350,788

Director of Athletics

Ms. Jan McDonald

Quarter 1

- Due to COVID-19 no summer athletic camps or events were held.
- The NCAA cancelled all fall championships.
- Conference Carolinas and Gulf South Conference postponed fall championships until the spring.
- Conferences began developing reduced schedules for fall sport competition in the spring.

Quarter 2

- Total number of student-athletes for Fall 2020 – 569
- Athletic practices began per NCAA guidelines and with a phase in schedule.
- COVID-19 protocols were followed regarding health screenings, temperature checks, mask requirements, social distancing, travel and spectator attendance with revisions made as needed.
- NCAA and conference requirements and guidelines were followed for COVID-19 testing of athletes.

Crusader Club

- The Crusader Club Golf Classic and the inaugural Athletic Alumni par 3 tournament were a big success with a total of 124 participants and \$36,000 raised to support athletics.

Campus Recreation

- Younts Fitness Center COVID-19 protocols limited the number of people working out to 10 and required masks as well as additional cleaning.
- Hayes Gym COVID-19 protocols limited people to 30 at one time, masks required and additional cleaning.

Conference Carolinas

- Held all fall sport championships successfully in the spring semester.

Quarter 3

Athletics

- Total number of student-athletes for Spring 2021– 507.
- James Anderson appointed Head Athletic Trainer.

- COVID-19 protocols developed and followed for athletic competition during the spring semester which included testing, mask use, spectators, travel, cleaning, social distancing, etc. with revisions made as needed.
- Hayes gym and outdoor venue protocols revised to allow limited number of spectators.
- 10,000 COVID-19 antigen tests were ordered at a cost of \$5 per test.
- Athletic trainers were certified to administer the tests.
- Test results were available within 15 minutes.
- Various athletic teams were placed on “athletic pause” due to COVID-19. “Pause” is a brief, few days of no practice to allow for test results to return or for student-athletes to be released from quarantine.
- Various contests were cancelled due to COVID-19 with the majority being rescheduled.
- GPA average of all teams was a 3.08 GPA with 17 out of 20 teams above a 3.0.

Campus Recreation

- Intramural league sports began with 130 participants.

Men’s Basketball

- Overall record 10-7 and 9-6 in regular season play.
- Conference Carolinas selected Jalon Cokley to the All Conference team.

Women’s Basketball

- Overall record 8-7 and 8-6 in regular season play.
- Sarah Cline received the Conference Elite 23 award.
- Conference Carolinas selected Journey Muhammad to the All Conference team.

Men’s Indoor Track

- Finished 4th in the Conference Carolinas Championship.
- Conference Carolinas selected Adrian McGee to the All Conference Team.
- Received the Conference Carolinas Messick Award for sportsmanship.

Women’s Indoor Track

- Finished 4th in the Conference Carolinas Championship.
- Anna Balsa received the Conference Elite 23 Award.
- Conference selected Colia Rowe to the All Conference Team.
- Received the Conference Carolinas Messick Award for sportsmanship.

Quarter 4

Athletics

- COVID-19 testing continued to go smoothly.
- COVID-19 protocols continued to be revised.

- Plans were made for the renovation of Younts Fitness Center during the summer. New weight and Cardio equipment as well as building improvements were in the plan.
- Athletic total broadcast views through March totaled 48,7000.
- NGU hosted the Pioneer Football League (homeschool league) Championship at Younts Stadium.
- NGU hosted the NCAA Southeast Regional Baseball Tournament.
- The total average GPA for all teams during the 2020-21 year was a 3.18.
- NGU finished 4th overall in the Conference Carolinas Hawn Cup standings. The Hawn Cup standings are based on the finish of each conference sport.

Campus Recreation

- Protocols were revised to allow more people to work out in the Younts Fitness Center.
- Intramurals were held for indoor and outdoor sports.

Men's Cross Country

- Finished in 6th place at the Conference Carolinas Championship.
- Conference Carolinas selected Victor Shellhammer and Jacob Holcombe to the All Conference Team.

Women's Cross Country

- Finished in 3rd place at the Conference Carolinas Championship.
- Jadyn Slaughter received the Conference Elite 23 award.
- Conference Carolinas selected Kylie Futrell, Madeline Merrell and Paige Trent to the All Conference Team.

Men's Volleyball

- Overall record 12-4 and 7-4 in regular season play.
- Conference Carolinas selected Jackson Gilbert, Sergio Carrillo, Christian Phung, Brandon Baker and Emanuel Adames to the All Conference Team.

Men's Soccer

- Overall record 4-5 and 4-3 in Conference Carolinas regular season play.
- Conference Carolinas selected Gareth Greene as the Offensive Player of the Year.
- Conference Carolinas selected Gareth Greene, Carlos Navarro, Kalatso Mathathe, Jorge Henao-Chica, and Dillon Erkens to the All Conference Team.

Women's Soccer

- Overall record 8-2-1 and 5-1-1 in regular season play.
- Received the number one seed for the conference tournament but fell short losing in the championship game.
- Andy Robinson was named Conference Carolinas Coach of the Year.

- Conference Carolinas selected Faith Knoedler as the Offensive Player of the Year.
- Conference Carolinas selected Faith Knoedler, Maggie Schopp, Ansley Robinson, Sarah Hazelwood, Emma Sherrer and Natalie Johnson to the All Conference Team

Women's Volleyball

- Overall record 12-1 and 9-0 in regular season play.
- Received the number one seed in the conference tournament but fell short losing in the tournament championship game.
- Greg Mosley was named Conference Carolinas Coach of the Year.
- Whitley Kahler received the Conference Elite 23 award.
- Conference Carolinas selected Abigail Durham and Paige Beisecker to the All Conference Team.

Football

- Competed in 3 controlled scrimmages.

Men's Lacrosse

- Overall record 7-7 and 4-1 in Conference regular season play.
- Conference Carolinas selected Thomas Cecere as the Offensive Player of the Year.
- Conference Carolinas selected Thomas Cecere, Devin Napoli, Chris Wieckhorst, Colin Courtney and Brady Hope to the All Conference Team.

Women's Lacrosse

- Overall record 6-8 and 5-7 in Conference regular season play.
- Kaitlin O'Brian received the Conference Elite 23 award.
- Conference Carolinas selected Olivia Foltz, Bridgett Sewell, Rachel Kellogg, Dani O'Meara and Sydney Ormond to the All Conference Team.
- Received the Conference Carolinas Messick Award for sportsmanship.

Baseball

- Overall record 34-13 and 23-9 in Conference regular season play.
- Won the Conference Carolinas Championship. This was their 3rd straight and 4th overall Conference Carolinas Championship.
- Hosted and played in the NCAA Regional Tournament
- Jake Geradi received the Conference Elite 23 Award.
- John Michael Faile received the following honors: Conference Carolinas Male Athlete of the Year, Division II Most Valuable Player by Perfect Game, All American.
- Conference Carolinas selected John Michael Faile, Logan Chapman, Ethan Stringer, Marek Chalup, Josh Senter, Brady West, Gehrig Octavio, Zach Taglieri to the All Conference Team.

Men's Golf

- Finished second in the Conference Carolinas Championship.

- Austin Duncan and Evans Lewis competed in the NCAA Southeast Regional tournament.
- Conference Carolinas selected Austin Duncan and Evans Lewis to the All Conference Team.
- Austin Duncan and Evans Lewis were selected to the Ping All Region Team and was selected to the All American Team.
- Conference Carolinas selected Austin Duncan as the Scholar Athlete of the Year for men's golf.
- Received the Conference Carolinas Messick Award for sportsmanship.

Women's Golf

- Finished 7th at the Conference Carolinas Championship.
- Alison Avery received the Conference Elite 23 Award.
- Received the Conference Carolinas Messick Award for sportsmanship.

Softball

- Overall record 26-15 and 11-9 in Conference regular season play.
- Conference Carolinas selected Josie Reed, Brianna McRae, Taylor Koon, Brooklyn Stone, Callie Richards, and Jaelin Griffin to the All Conference Team.

Men's Tennis

- Overall record 3-9 and 2-6 in Conference regular season play.

Women's Tennis

- Overall record 1-12 and 1-9 in Conference regular season play.
- Received the Conference Carolinas Messick Award for sportsmanship.

Men's Track

- Finished 3rd in the Conference Carolinas Championship.
- Tevin Richardson placed 3rd in the 200 meters and 4th in the 100 meters at the NCAA National Championship.
- Tevin Richardson received All American honors.
- US Track selected Adrian McGee for All Region honors.

Women's Track

- Finished 3rd in the Conference Carolinas Championship.
- US Track selected Emily Beisecker, Lauren Caughman, Jordan Hagood, Olivia Huskey, Millie Klefsaas, Collia Rowe and Malery Ward for All Region honors.

Cheerleading

- Did not cheer due to COVID-19.

Senior Campus Pastor

Dr. Steve Crouse

Quarter 1

Spiritual Formation

The SCP explored spiritual formation workshops to offer during the 2020-2021 school year. The administration is following the spread and trends of COVID-19 carefully and may require safety precautions.

The SCP is developing a tool to evaluate faculty and staff chapels.

The SCP is developing a strategy to implement the NGU2025 for his area.

Senior Campus Pastor

The SCP continues to meet with the Executive Leadership weekly to discuss the needs of their families and their areas of responsibility and to pray.

The SCP continues to reach out to faculty, staff, students, and retired employees to help them stay connected during this time of social distancing due to the COVID-19 outbreak through texts, Facebook messages, emails, and phone calls.

The Pastoral Care team (Larry McDonald, Mike Landrum, Jody Jennings, Justin Brown, Joshua Gilmore, Ruth McWhite, Allen McWhite, Tom Willoughby, Frankie Melton, and Erin Campbell) attempted to contact all NGU employees to encourage and pray with them. These contacts received warm responses from our employees.

The phone lists available only contained office numbers for several NGU employees. The SCP will develop a list of cell numbers for employees to be used in the case of emergencies like the pandemic.

Common needs among faculty and staff that have surfaced include finding new rhythms for life and balancing work and family in adjusting to remote, online instruction as well as virtual meetings. While everyone seems to be adjusting well to the changes, the stress of change is also evident. Everyone is ready to get back to work at NGU after a season of working remotely.

The SCP is encouraging 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 regularly, but particularly in the midst of this pandemic.

The SCP produced a series of short videos of encouragement and prayer that are being posted on the NGU Facebook page.

Christian Ministry Scholarship Fund (CMSF)

The fall 2020 meeting of the CMSF was scheduled for Tuesday, September 8. Richard Blackaby, President of Blackaby Ministries International in Atlanta, GA, will be the keynote speaker. The meeting will be live for donors but due to space and social distancing requirements, only those students who are on the program are allowed to attend.

Quarter 2

Spiritual Formation

The Senior Campus Pastor (SCP) updated the spiritual formation survey for faculty and staff. The survey was administered in September 2020. Differing formats were examined to protect confidentiality and to provide the needed data. The All Counted format was selected. The purpose of the survey was to examine trends in spiritual formation and to help measure spiritual growth. The survey went live on August 31 and was open through September 11. 158 faculty and staff members completed the survey. In 2019, 199 faculty and staff completed the survey. Some highlights are:

- 54% of the respondents were faculty and 46% were staff members
- 95% are church members
- 53.4% are Southern Baptists
- 74% attend church at least twice a month
- 96% pray regularly
- 79% read the Bible regularly
- 86% seek opportunities to grow in their faith
- 56% are sometimes involved in short-term mission projects
- 61% regularly share their faith with others
- 53% are satisfied with their devotional lives.

The student spiritual formation survey was updated and revised. The SCP is working with the VP for Campus Ministry and Student Engagement to offer the survey to new students during orientation in the future. The purpose of this survey is to examine student trends in spiritual formation and to help measure spiritual growth during students' years at the university. The survey was available online September 1-11. 471 students participated, approximately 22% of the student body. In 2019, 521 students participated. Highlights include:

- Demographics: 87.5% white, 6% African American, 4% Hispanic, 2.5% other; each group comprised about ¼ of the total number of respondents
- 65.5% spend at least 2 weekends a month on campus
- 61% chose to be a student at NGU because it is an intentionally Christian university
- 95% of respondents claim to be Christians
- 65% are church members; of these 59.5% are Southern Baptists
- 91% attend a local church when school is in session at least twice a month

- 55% believe that church membership is important for spiritual growth
- 62.5% believe they should give at least 10% of their income to the Lord's work
- 44.7% agree that they meet with someone who holds them accountable spiritually; 24.6% never meet with anyone who holds them accountable
- 47% strongly agree that they pray several times per week; 23% strongly disagree
- 21.3% agree or strongly agree that they memorize Scripture; 47.4% disagree or strongly disagree
- 33.7% strongly agree or agree that they regularly talk to others about their faith while 56% strongly disagree or disagree
- 49% strongly agree or agree that they regularly confess their sins to God; 45% strongly disagree or disagree
- 70% strongly agree that they see evidence of God's activity in the world; 18% strongly disagree
- 42% strongly agree that they sense God's presence in their lives; 45% disagree or strongly disagree
- 47% strongly agree that their lives have purpose; 43% disagree or strongly disagree
- 63% are satisfied or are somewhat satisfied with their Bible study practices
- 67% indicated they are satisfied or somewhat satisfied with their prayer lives
- 14% are satisfied with fasting; 28.5% do not fast.

Students are spiritually encouraged at NGU through chapel (22.5%), faculty or staff (19%), the local church (14.5%), BCM (9%), a specific class (9%).

The SCP provided a spiritual formation workshop for the faculty on "The Spiritual Life of a Faculty Member." The workshop focused on information compiled from the Faculty/Staff Spiritual Formation Surveys over the past two years and building discipling/mentoring relationships. The session was virtual (through Zoom) and was recorded.

Spiritual formation for Joyful Sound began at their retreat/workshop on August 10.

Senior Campus Pastor

Conversations about the pandemic, the divisions in our country, racism, and social justice issues continued throughout the fall semester. The SCP is attempting to guide these conversations to the revelation in Scriptures and the fact that all people of every ethnicity are created in the image of God.

The SCP represented the university at the homegoing services of Ralph Johnson, Reid Bowyer, Jacks Tingle, and Jo Dee Jolliff's husband.

The Right Now Media resource was made available in mid-August for faculty, staff, students, and alumni offering over 10,000 video resources addressing hundreds of topics, Bible passages, and current issues from a biblical perspective. Resources address topics such as Men's studies, Women's studies, leadership, world religions, worldview, kids, youth, marriage and family, dealing with depression and other emotional and mental issues, etc.

The SCP represented NGU at the Three Rivers Baptist Association and the Broad River Baptist Association annual meetings.

The Christian Ministry Scholarship Fund

The CMSF officers met on September 1 to approve the 2023 class of the Board of Directors. The approved list was mailed to all current Board members and was approved unanimously.

Dr. Richard Blackaby spoke at the September 8 dinner meeting. Seating was limited to 80 to allow for some social distancing. Approximately 70 people attended. Five scholarship recipients shared prayers, testimonies, and music at the dinner. The meeting was also available online for those who could not attend in person.

Quarter 3

Senior Campus Pastor

The SCP represented NGU at the SCBC Onward Worship Leadership Conference and the South Carolina Baptist Convention annual meeting in Columbia, SC, in November.

The SCP represented NGU at the Executive Board Meeting of the SCBC in December.

The SCP was in the hospital with COVID-19 from December 27-January 3, slowing campus pastor activities.

Christian Ministry Scholarship Fund

Dr. Toney Parks, pastor of Mt. Sinai Baptist Church in Greenville, SC, was the keynote speaker at the January 26, 2021, dinner meeting. It was an excellent meeting with scholarship recipients and prayers, music by Joyful Sound, a campus update from Dr. Gene Fant, and a challenging message by Dr. Toney Parks. Seating was limited to 80 due to the pandemic restrictions.

Quarter 4

Spiritual Formation

The SCP is working with the VP for Campus Ministry and Student Engagement to develop a campus-wide spiritual formation plan for NGU2025. Part of this strategy will include:

- An annual challenge to faculty and staff to read at least one book on spiritual formation each year. The SCP compiled a recommended reading list and made it available to faculty and staff.
- Each academic year, at least two faculty and staff workshops on spiritual formation will be offered.
- The SCP will meet with members of the ELC, deans, and associate deans annually for a conversation about spiritual formation and the spiritual needs of faculty members in their areas.
- The faculty and staff spiritual formation survey will continue to be administered every fall to keep a finger on the pulse of spiritual formation for NGU employees.

- The SCP will continue to meet weekly with members of the ELC for conversation and prayer.
- The SCP will publish and distribute through email a weekly devotional for faculty and staff on spiritual formation.
- The Student Spiritual Formation Survey will be administered each fall to track spiritual formation trends among students.
- Develop, offer, and evaluate spiritual formation among the student body.
- Develop, offer, and evaluate spiritual formation for ministry teams.
- The university family will be encouraged to grow in the biblical literacy.
- Biblical content will be emphasized in the faculty and staff weekly devotions.
- Biblical content will be the focus of all spiritual formation workshops and other spiritual formation emphases.
- Each fall the university family will read through the Bible publicly.
- Develop, encourage, and evaluate Bible study groups for students, faculty, and staff.
- Encourage intentional involvement in biblically faithful local churches.
- Encourage faculty, staff, and students to attend the weekly university chapel services.

Monthly faculty/staff chapel services will resume in August, 2021.

Senior Campus Pastor

The SCP is assisting employees and students through prayer and encouragement as they deal with the prolonged effects of the COVID-19 pandemic, economic challenges, an angry and divided culture, biblical justice issues, anxiety about the availability and effectiveness of the coronavirus vaccine, and missing corporate worship due to fear and isolation.

The SCP represented the university at the SCBC Impact Conference in Columbia on February 18. NGU was represented well by break out leaders including Travis Agnew, Josh Powell, Tracy Turner, Ruth McWhite, and Melanie Ratcliffe (all NGU alumni and/or NGU employees). The SCP connected with scores of alumni, SCBC staff, and other leaders. Marty O’Gwynn, Lamont Sullivan, and Andy Ray did an excellent job of representing NGU as well.

The SCP represented NGU at the Three Rivers Baptist Association Youth Leadership Conference led by former trustee, Seth Buckley. Approximately 80% of the youth leaders at the conference (over 30 people) were NGU graduates trained by Mike Landrum.

The SCP attended the meet and greet session with Ed Litten who is a candidate for president of the SBC on March 23 at First Baptist of Simpsonville, SC.

The SCP is now receiving email addresses of all new hires when they are assigned an NGU email account. Now one of the first emails received by new employees will be an encouragement from the SCP.

Christian Ministry Scholarship Fund

The CMSF Board of Directors interviewed twenty prospective and current students who met the qualifications for the scholarship on February 16.

The CMSF commissioning service for graduating seniors was April 20. Several seniors shared their stories and plans after graduation.

The 23-24 Board of Directors class and the officers for 21-22 were submitted and approved by the CMSF membership.

University General Counsel

Dr. Jill Rayburn

3rd Quarter

Establishment of the General Counsel Office

The office of the General Counsel was established in January of 2021. With the encouragement of the SLC, we joined the [Alliance Defending Freedom](#) and the [National Association of College and University Attorneys](#). Both provide valuable resources and networks for the General Counsel Office. The ADF monitors executive orders, regulations, and pending legislation that may impact religious freedom, and NACUA monitors the same for actions that would impact higher education in general. Both push out alerts to their memberships and offer guidance on any compliance areas.

As part of the initial set up of the office, each VP, the Provost, and the Senior Vice President for Finance were interviewed to determine: 1) any current compliance/legal issues, 2) areas in which we could help shore up policies and procedures, and 3) how we can best assist each department its current and planned ministry by anticipating any legal/compliance issues that may impact those plans. After collecting all the information, we organized a compliance matrix and began working to prioritize any legal compliance issues and/or goals.

University Policy/Procedures

Board of Trustees

We began working with the ad hoc committee of the Board of Trustees in reviewing the Bylaws and Board Policy Manual. Consulting with ADF, we also updated our faith statements in our Bylaws and Board Policy Manual.

Personnel Services

We worked with Personnel Services in revising our policy for annual communications with staff regarding their compensation and establishing other methods of communicating policies with all employees. We began a review of the employee policies in the revised Employee handbook.

Contracts

Students

We developed a standard release form for use by the University for student trips and as well as campus activities. Those releases will be formatted as fillable PDFs, and we are working with Athletics, Campus Ministry and Student Engagement, and Academics to set up a document retention procedure for completed forms.

Personnel Services

In coordination with Personnel Services, we developed a new standard faculty contract for Academics incorporating faith statements as adopted by our BOT and as recommended by ADF along with other updated provisions.

Operations

We assisted Tigerville Operations in finalizing negotiations with FUGE for summer camp. We also developed a standard form, *Permit for Use of University Facility*, which can be modified for use with most of our third party facility users. The Permit delineates obligations of both parties and clarifies that the University's Christian code of conduct applies to all visitors and campers on our premises.

Executive Leadership

We worked with Campus Enhancement to review and revise our contract with the Budd Group and assisted the Administration with contract review of the Agreements with ReWa for the transition of our current septic system to a new sewage treatment facility for Tigerville.

We resourced the Administration in its follow-up of the Executive Committee's directive to dispose of real estate residential lots. We finalized a license agreement with Cherokee Valley for new signs at 2 campus intersections and worked with Campus Enhancement and Advancement and Community Outreach to develop a standard license agreement for third party posting of signs on University property.

Title IX/Clery

Dr. Tracy Kramer stepped into the role of the Title IX Coordinator. She completed the annual Title IX Coordinator training, and a search began for a new Deputy Title IX Coordinator for Investigations. Meetings were held with all the Deputy Title IX Coordinators to review the current process and practice for areas in which we could improve.

We reviewed the 2020 Clery report containing the 2019 statistics for the University. Working with Title IX, Campus Safety and Security, and Campus Ministry and Student Engagement, we audited the reported crime statistics on campus. We also reviewed the current practice for collecting and coordinating the statistics for the Clery Report.

NGUleads

NGUleads continued to meet once per month for our professional development sessions. The January session was held as hybrid session where outside speakers were brought in virtually. We were able to meet in person in February; however, our March meeting was held virtually. The cohort selected a project with the target beneficiaries being University employees. They divided into committees and began working on the overall proposal and implementation plan.

4th Quarter

Office of General Counsel

Procedure

We reviewed our policy for the selection and use of outside counsel. We consulted with IT in setting up a Microsoft Teams group for Athletics to work with them on policy/contract review.

Compliance

We received feedback from all departments regarding current practice/policies for document retention. We will compare our current practices to recommended policies and will begin meeting with the departments to reconcile the two. We began working on a University-wide document retention platform and hope to utilize the new upgrade with Softdocs in this effort. We developed a compliance matrix for the University and will work with all departments to refine it to ensure that every department is aware of applicable laws, regulations, reporting deadlines, and document retention requirements impacting their areas.

University Policy/Procedures

Board of Trustees

We assisted the ad hoc committee of the Board of Trustees to finalize the recommendations for amendments to the Bylaws and Board Policy Manual. In coordination with the Administration, we reviewed the application and nomination process for new Board of Trustee members and established a background check policy on all BOT final nominees.

Students

Working with Athletics, we developed a new manual for NGU sponsored youth camps. The manual will be used for summer camps (both athletic and academic). In cooperation with the Senior Vice President for Finance and Personnel Services, we incorporated mandatory training for all staff working with minors on campus as well as providing materials on legal obligations for reporting abuse against minors. The manual will be provided to all participants and their parent/guardian and includes legal notices, forms for emergency contact information as well as authorized pick up and notice of medical conditions, Title IX contact information, and other pertinent University policy statements (i.e., University Christian Code of Conduct).

We finalized the review of the new Student Handbook and began working with Athletics on the review of the Student-athlete Handbook.

Personnel Services

Our ministerial housing exemption policy was updated for compliance utilizing the best practice policy published by Evangelical Council for Financial Accountability. We finalized

the review of the policies for the revised Employee Handbook and began working with Personnel Services on planning for employee supervisor training.

Executive Leadership

We began working on developing a contract review/approval policy as well as the underlying procedure for the University. Once developed and approved by the SLC and Executive Committee of the Board of Trustees, this policy will give guidance to the ELC on what approvals are necessary and authorized signatures for contracts obligating the University.

Contracts

Personnel Services

We updated the standard contract forms for ELC members.

Executive Leadership

We continued to resource the Administration in its follow-up of the Executive Committee's directive to list many of our real estate residential lots for sale on the market and on other real estate matters. We are also worked with the Administration on lease re-negotiations. We worked with Executive Leadership Council members on the review of various contracts for their respective departments.

Operations

We finalized the revisions to the contract for FUGE summer camp. We also implemented the form Permit for Use of our facility for various third party camps to take place this summer.

NGUleads

We had our first graduation for NGUleads in May 2021. The graduation took place at the new CORE450 restaurant at Cherokee Valley Golf Club. Dr. Fant was the keynote speaker for the graduation. The 2020-21 cohort will move into a leadership role with NGUleads for the 2021-22 academic year: 4 members will serve on the planning committee, 2 staff members and 2 faculty members will serve as mentors for next year's cohort, 2 members will serve as corporate liaisons, and 2 members will serve as non-profit liaisons. Twelve new members of the NGUleads 2021-22 cohort were nominated and approved by the ELC. The new 2021-22 cohort consists of 6 faculty and 6 staff employees. All nominees have accepted the invitation to participate in next year's program.

For the 2020-21 year, the NGUleads cohort met 9 times during the 2020-21 academic year. One (1) session was held virtually, and 1 session was hybrid with outside presenters appearing virtually due to COVID-19. The remaining 7 sessions were held in person and in compliance with University protocols. We were not able to go into the community for meetings and excursions as planned; however, we were able to include 10 regional professionals from our community as well as 15 University leaders in our programs on various professional development topics.

Title IX /Clery

April was sexual violence awareness month. We printed and posted new Title IX awareness posters in all the bathrooms on both the Tigerville and Brashier campuses. In coordination with Campus Ministry and Student Engagement, “Empower your NO” small group seminars were held on the Tigerville campus.

Our Title IX Coordinator is working on a new awareness campaign for 2021-22 academic year around the theme of encouraging bystander intervention. We have a new Deputy Title IX Coordinator for Investigations, and our current Deputy Title IX Coordinator for Training and Deputy Title IX Coordinator for Intake and Informal Resolutions will both continue to serve for the 2021-22 year. We are fully staffed for the 2021-22 academic year with 4 investigators and 14 adjudicator/advisors. The Title IX Coordinator in conjunction with the Officers with Authority are already working on a new Awareness campaign for next year.

Our reported cases for the 2020-21 academic year have decreased from those reported in 2019-20:

Title IX	2020-21	2019-20
Total Complaints Filed	11	18
Dismissal: not arising to Title IX jurisdiction <i>*These cases were referred to Student Engagement and/or HR for resolution</i>	5	5
Dismissal: Administrative and/or at request of Complainant	3	5
Informal Resolution	3	5
Formal Hearing	0	3

**The new 2020 regulations limits jurisdiction of Title IX to on-campus conduct and/or conduct that occurs during an educational program.*

In partnership with Campus Safety and Security, Campus Ministry and Student Engagement, Title IX, and Student Services, we began working on new Clery data collection and reporting procedures. Campus Safety and Security hopes to implement new software which will automate reporting their data. We developed a compliance matrix for the annual report itself. We want to comply with the annual reporting requirements while removing repetitive information that is already accessible to our community via the website.

Vice President for Advancement and University Engagement

Mr. Marty O’Gwynn

Quarter 1

NGU mailed a Difference Maker Fund appeal card to alumni and friends in early June, focusing on NGU’s on-going mission during COVID-19 pandemic. The mailing was supported by an email appeal to alumni in early July.

The Alumni Engagement staff continued to work on the 2020 edition of the NGU Alumni Directory, partnering with Publishing Concepts, Inc., on the project. The final communication process regarding alumni record updates was completed and production of the printed directory moved forward, with the new work delivered to NGU and alumni who purchased copies in November 2020.

Advancement personnel worked with the NGU Board of Trustees Advancement and Investment Committee in a review of proposals submitted by nine national firms seeking to work with the University’s endowment funds management. The committee narrowed to three finalist firms in August.

NGU personnel resumed an increased number of personal visits with donors and prospective donors as COVID-19 restrictions eased in the summer. These visits helped in securing significant gifts for summer NGU housing renovation work, especially for Bruce Hall. Additionally, two new scholarship funds were created during the summer. Other gifts included funds for a new Legacy Early College annual scholarship program, and a classic automobile.

Continuing work to increase the number of planned gifts benefitting NGU’s mission, staff conducted an email appeal to prospects for PhilanthroCorp services in late June. NGU hosted an online PhilanthroCorp webinar on August 25.

Alumni Engagement and Advancement personnel hosted new students and their families at an alumni display, offering varied NGU items, along with specialty cookies and bottled water.

To accommodate COVID-19 protocols, Advancement worked with NGU’s Media Ministry team to offer live online streaming of special events and programs throughout the academic year. This added service gave friends of the University the opportunity to participate in events from remote locations.

Auxilio, NGU’s women’s service organization, started the new academic year with a luncheon August 25 in Moore Hall, following COVID-19 protocols. Lisa Van Riper was guest speaker, with 42 attendees in-person, and 31 online viewers.

In church relations, the Vice President for Advancement and University Engagement spoke at August pastors' luncheons at Broad River Baptist Association and Laurens Baptist Association.

Quarter 2

Kicking off the 2020-21 year for the Christian Ministry Scholarship Fund, Dr. Richard Blackaby was guest speaker at a September 8 CMSF Dinner in Moore Hall. There were 69 attendees, with 295 viewers that evening.

Celebrating the renovation and repurposing of Neves Hall, NGU hosted a dedication event on September 23. The outdoor program in front of the building's main entrance included recognition of leadership donors Dan and Martha Candler Boling. The building was renovated to serve as home for Student Services, including the University's new NGUcentral office which helps students address financial aid, academic records, and student account processes.

NGU hosted the 2021 Red Carpet Gala on October 8 at the Cannon Centre in Greer. A total of 125 people registered for the event, which was modified to accommodate COVID-19 protocols. During the gala, several NGU awards were presented: Faculty/Staff Heritage to Rosemary Thrasher, Board Leadership to Travis Agnew, Tip of the Sword to Don and Kelly Denny, and the Leo Vernon Powell Legacy Award to Billy Wood.

Homecoming 2020 was celebrated on campus Friday and Saturday, October 16-17, with a series of events, including the Crusader Club Golf Classic (rescheduled from spring 2020), the Auxilio Homecoming Luncheon on Friday, the Information Technology Services/Tuttle Dedication and Tours Friday afternoon, the Alumni Reunion and Awards Luncheon on Saturday. Advancement helped host guests in the Sullivan President's Box at Younts Stadium during an NGU Football scrimmage on Saturday evening. During the awards luncheon, the Class of 1970 was recognized and three alumni received awards: Dr. John McGraw, '70; and Jayne Lyons McCall, '70, were presented the Distinguished Alumni Award. Carmen Knight, '93, received the Alumni Service Award.

Advancement hosted a PhilanthroCorp Lunch-and-Learn online on November 17.

Quarter 3

Advancement personnel worked with local community leaders to host the First Annual Tigerville Christmas Festival and Parade on Saturday, December 5. NGU was the lead sponsor for the event, which garnered more than 50 parade entries. NGU President and First Lady Gene and Lisa Fant were the parade grand marshals. On the following day, NGU had a float entered in the Greer Christmas Parade.

Alumni Engagement hosted an alumni and friends meal during South Carolina Baptist Convention Pastors' Conference November 9 at River District Church in West Columbia. Approximately 80 attended.

Advancement coordinated the NGU booth at South Carolina Baptist Convention Annual Meeting at the First Baptist Church of Columbia on November 10.

Staff coordinated hosting South Carolina Governor Henry McMaster and First Lady Peggy McMaster at NGU's December Undergraduate Commencement. During the event, NGU presented an honorary doctorate to NGU Advancement team member Lisa Van Riper, who delivered the Commencement Address. At the conclusion of both the Graduate and Undergraduate Commencement ceremonies, Alumni Engagement presented gifts to the graduates.

Advancement worked with year-end giving with donors and prospects, providing development visits/contacts throughout NGU's Christmas holiday closing period.

The Advancement and University Engagement team officially expanded January 1, 2021, with several changes including these additions or promotions: Micah Sepko, Assistant Vice President for Athletics Development (moving from Athletics), Emily Pittman, Director of Crusader Club and Annual Giving (moving from Athletics), Lamont Sullivan promoted to Assistant Vice President for Advancement and Alumni Engagement, Kayla Morgan promoted to Administrative Assistant to the Vice President and Events Coordinator.

Staff hosted the CMSF Winter Dinner on January 26, with Dr. Toney Parks as guest speaker.

NGU was a sponsor for the Upcountry History Museum's Pigskin Peanuts exhibit, Jan. 16-April 17, 2021. However, a planned alumni event at the museum was postponed to December 2021 due to COVID-19 protocols.

A new partnership with the South Carolina Baptist Convention went into effect in January 2021, as NGU's Tony Beam began working with SCBC public policy at the State Capitol two days per week.

During January, Advancement worked with donors to secure support for new Athletics event video streaming, and for creation of a new annually funded scholarship for Education majors.

NGU hosted a display booth at the SCBC Impact 2021 on February 18 at Shandon Baptist Church in Columbia.

Advancement and University Engagement staff were instrumental in work on South Carolina's Heartbeat Bill, which passed on February 18. Two staff members were present for Gov. McMaster's signing of the bill into law.

Quarter 4

Throughout the spring semester, Advancement personnel worked with an NGU team to complete application for Transparency Certification from Excellence in Giving, a clearinghouse serving private evangelical donors. Staff also worked to assist in completion of a scholarship fund proposal for consideration through Excellence in Giving.

Athletics Development hosted more than 40 guests at the NGU Baseball game versus Lander at Fluor Field on March 30. Additionally, Athletics Development hosted guests at all home NGU Baseball games throughout the spring semester.

Hannah Jackson Miller was guest speaker at the spring Auxilio Luncheon, which 40 people attended on April 13.

On April 13, NGU hosted the Taylors Free Medical Clinic “Annual Gathering” in Turner Chapel, which featured Amy Grant as special guest.

NGU hosted the annual Marion Moorhead Golf Classic on April 20. A total of 116 golfers participated in the scholarship fund-raising event at Cherokee Valley. The tournament had been postponed since October 2020 due to COVID-19.

The April CMSF Dinner on April 20 included testimonies from graduating CMSF students. There were 70 attendees for the event.

The Difference Maker Fund direct mail brochure, titled “Be the Difference,” was mailed to alumni and friends in early April. The appeal was supported by email and social media communication in April and May.

The new Difference Maker Fund giving portal was created through CashNet for online contributions.

The first major NGU Alumni Connect event since before COVID-19 was offered at the Greenville Drive’s Fluor Field on May 14. The NGU Night event, postponed from May 2020, including several special components: Dr. Fant throwing out the first pitch, NGU musicians performing the National Anthem, and several NGU video presentations between innings. More than 100 alumni and friends participated in the evening.

Advancement hosted a Speaker’s Reception at Commencement at Younts Stadium on April 30. At the conclusion of the event, Alumni Engagement distributed gifts to all graduates.

On May 12, NGU was notified of a grant from the Cliffs Resident Owners organization to support the University’s String Project music program for area elementary school children.

During their April meeting, the NGU Alumni Association board elected new officers for the coming year. These include: Matthew Threatt, president; Jason Young, first vice president; Lauren Landreth, second vice president, Brian McIntosh, secretary; and Beau Trauger, treasurer.

Advancement worked with dedication of the Dr. T. Walter and Christine Brashier Conference Room at NGU’s Tim Brashier Campus on May 20. Mrs. Brashier and several family members attended the ceremony.

For the 2020-2021 fiscal year, the University received \$1,656,923.89 in advancement gifts from a total of 1,120 donors. Cooperative Program support from the South Carolina Baptist Convention totaled \$1,147,077.45, which made the overall amount of gifts received for the year \$2,804,001.34.

During the fiscal year, NGU submitted 10 focused grant requests and received grants from five foundations, totaling \$212,294.

For the fiscal year, Advancement staff completed 263 personal visits and 945 calls, with 13 specific in-person gift asks for financial support of \$10,000 or above.

Vice President for Campus Enhancement Services

Mr. Mick Daniel

Quarter 1

Safety

- Supported university protocol stack poles by creating and implementing protocols related to CES responsibilities
- Modified drinking fountain/bottle fillers to be used with a “touch free” option
- Disinfected classrooms on a daily basis
- Modified campus waste containers to eliminate hand contact with lids

Productivity

- Completed 1,422 work order requests
- Completed 505 PM's
- Completed 29 vehicle inspections

Construction/Maintenance highlights

Spent the month of June performing building inspections with our local fire department.

Bruce Hall (male dorm)

- CES along with friends of the university worked together to renovate this space
- Installed new vanities (including sinks, faucets, mirrors, electrical outlets)
- Painted dorm rooms and hallways
- Installed new lighting in dorm rooms
- Resurfaced flooring in restrooms
- Installed new shower fixtures
- Installed new toilets in all restrooms

Craft-Hemphill

- Renovated mission control room
- Installed new carpet
- Painted room
- Installed new sound panels
- Installed new glass boards for instructors
- Assisted IT with the installation of a new large screen monitor

Neves

Managed project with general contractor (Trehel Corporation) and Equip Studio, where we performed a total transformation of the upper floor (back to the studs renovation). This area is now the home to our new NGU Central and Student Services.

Multiple areas of student support were moved into one space, creating a “one- stop” shop for our current and future students.

Here are some highlights of what we were able to construct within this project:

- A beautiful service counter/area (NGUcentral) was designed to serve as a first point of contact for any student questions.
- Professional office space for our VP for Student Services and her team
- Dedicated space was created for our Academic Records and Financial Aid teams
- A new breakroom and restrooms
- We also remodeled three classrooms that now set the stage for what a modern multi-use classroom looks like on our campus

University dorms

Performed inspections and repairs throughout campus

Quarter 2

Safety

- 2402 Hwy 414 - replaced 200amp electrical service
- Created a protocol that allows faculty and staff to easily order COVID-19 related cleaning supplies and a method to deliver almost immediately

Productivity

- Completed 1,553 work order requests
- Completed 495 PM's
- Completed 26 vehicle inspections

Construction/Maintenance highlights

- Vandiver
 - Replaced 6 & 7.5 Ton HVAC systems
- Neves
 - Painted, installed new gutters, and made repairs to area outside of NGUcentral and Student Services
- Younts Football Stadium
 - Installed a new scoreboard at the home side of the field (Hendrix Fieldhouse)
- AV Wood/Library
 - Replaced old boiler with a new energy efficient boiler
- Hayes Ministry
 - Replaced large 16 Ton HVAC System for Admissions side of building

Quarter 3

Productivity

- Completed 1,320 work order requests
- Completed 535 PM's
- Completed 22 vehicle inspections

Construction/Maintenance highlights

- Hayes Gym
 - Replaced old boiler with new energy-efficient boiler
- Emery
 - Replaced 6 Ton and 7.5 Ton HVAC systems
- Crain Science
 - Installed new ice machine
- University facilities
 - Due to storms, we managed a local contractor to replace roofs on several buildings: Donnan, Lodge A, B, E, F, G, laundry apartment, Wood C, D, E, IT Services, housekeeping/campus security, W. Crain 111, 117, Chinquapin 4, 8, 153, 170, 251, Foster, Crusader Court 25, 27, 29, 31, 33, 37, 39, 2426 Hwy 414, 8011 N. Tigerville Road.

Quarter 4

Safety

- Simpson (dorm/apartment)
- Replaced large patio retaining wall
- University storm water ponds
- Cut and maintained per Greenville county requirements

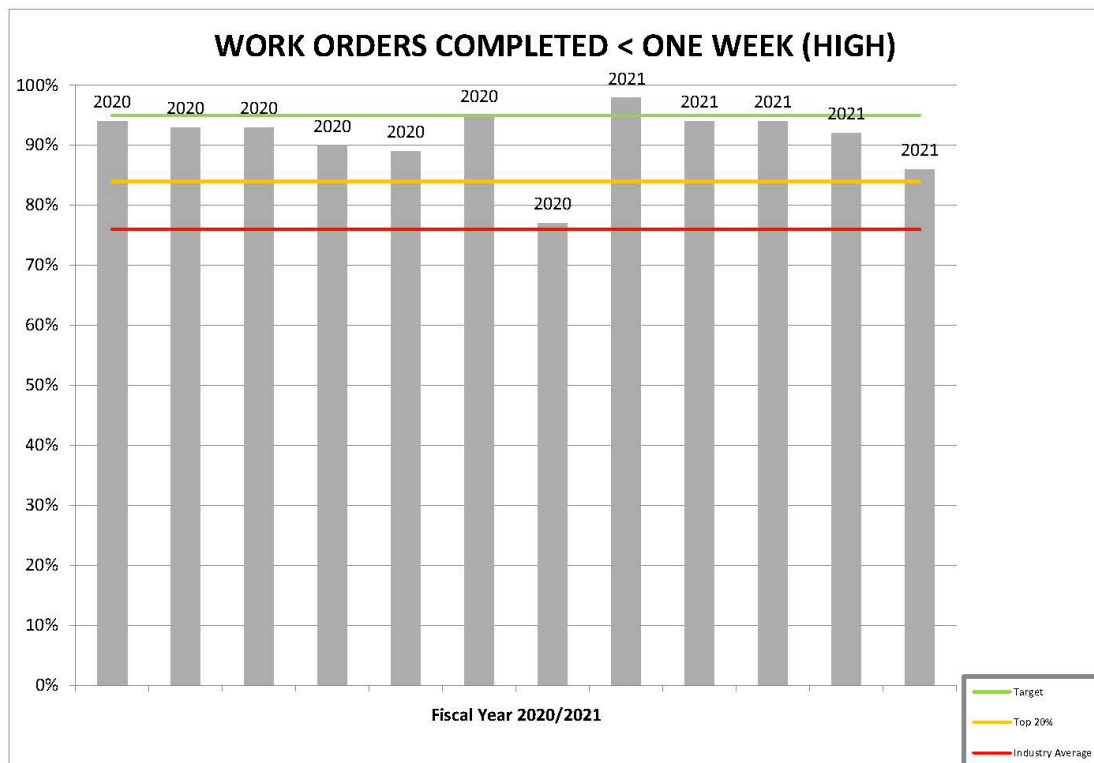
Productivity

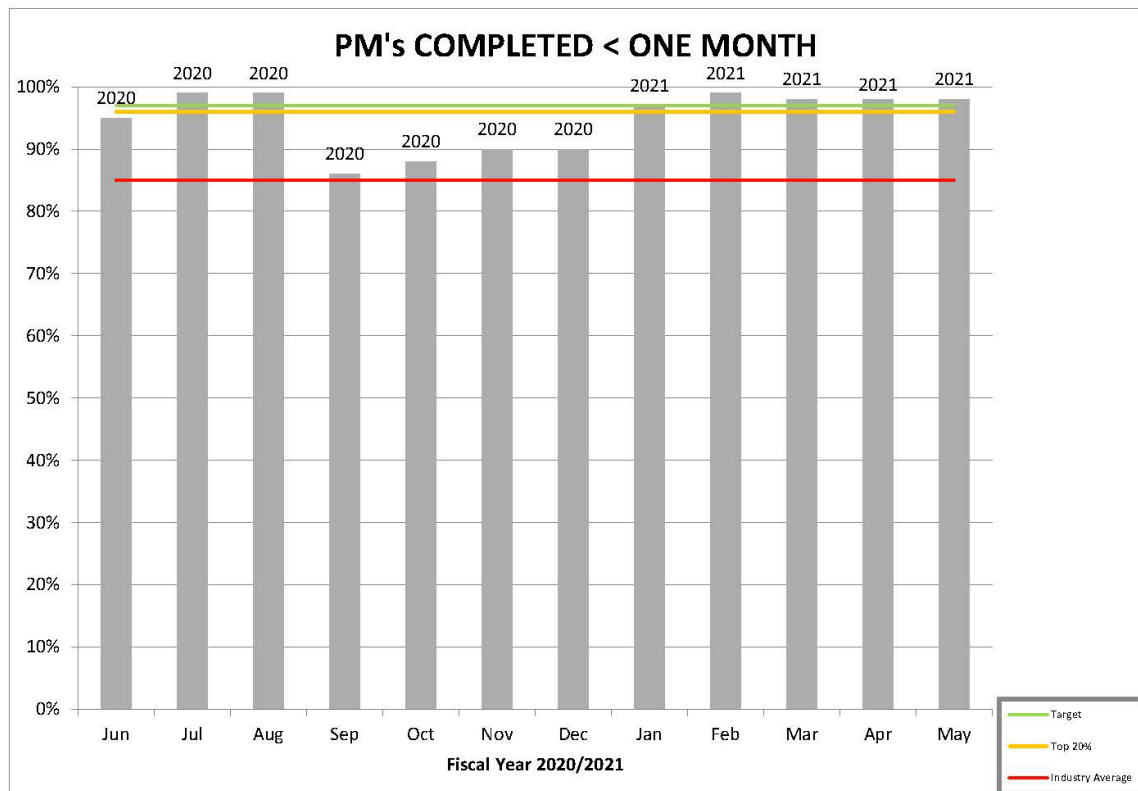
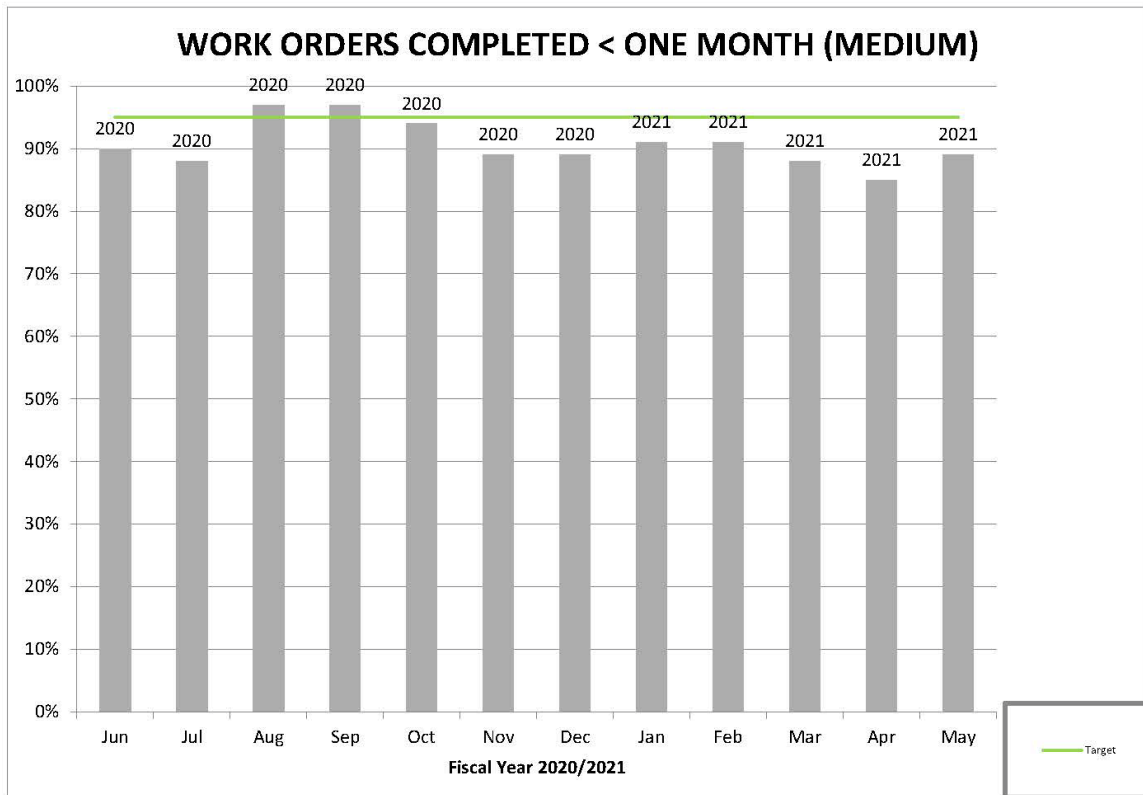
- Completed 802 work order requests
- Completed 598 PM's
- Completed 33 vehicle inspections

Construction/Maintenance highlights

- Roberson (female dorm)
 - Replaced 7.5 Ton HVAC system
- Crusader Court 27A (male dorm)
 - Replaced HVAC system
- Craft-Hemphill
 - Expanded renovations to include painting of the lobby, hallways, and stairwells

- Spring graduation ceremony
 - CES played a major role in the set-up, operation, and teardown of the event
 - Set up seating per new layout design
 - Set up and tear down of new stage
 - Removed goal posts to make room for jumbotron and coordinated crane placement and operation
 - Prepped grounds and stands
 - Once finished, the CES team removed all equipment, seating, and miscellaneous items associated with the event





Vice President for Campus Ministry and Student Engagement

Mr. Jody Jennings

Quarter 1

- Hired and onboarded Campus Ministries Associate, Connor Graves.
- Debriefed RAA training and reviewed the training process and schedule.
- Filmed “Sunday Squeeze” videos and BCM “thank you” videos for local church partners.
- Developed Ministry Team training schedules (BCM Impact Teams, JS, Act 2, Campus Band, RA’s, Campus Ministry Interns, and FCA).
- Reviewed CMSE organizational strengths and weaknesses and began to develop a plan toward a preferred future.
- Reviewed Residence Life exemption policy and appeals.
- Secured business partnerships for Welcome Back packet.
- Developed modified COVID-19 plan for New Student Orientation.
- Organized and led NGU Great Days of Service.
- Implemented housing process for new and returning students.
- Developed discipleship plan for all ministry teams.
- Finalized clinic contract with Bon Secours.
- Began clinic space renovation. (West Crain location)
- Hired and onboarded Clinic Nurse, Helen Neely.
- Celebrated New Student Move-In. (90 second move-in average)
- Conducted New Student Orientation - Orientation Events included Freshmen Got Talent, Community Service Project, and Movie Night.
- Completed Ministry Team training for Joyful Sound, Act II and Campus Band.
- Ignite Conference was a success; 35 Students responded to the Gospel.
- NGU Clinic renovation complete. Counseling Services relocated and clinic opened
- Processed COVID-19 Residential Accommodations
- Established COVID-19 Chapel protocols
- Hosted Freshmen Night In; 120 students attended - 1 student saved.
- Hosted NGU Annual Church Fair; over 50 churches participated.
- Completed the Read Through the Bible event.
- Launched Treat Yo Self Thursdays.
- Initiated “Freshmen Fellowship” events – activities planned through Campus Ministries to connect Freshmen with student leaders for discipleship.
- Conducted Impact team training for all BCM Impact Team members.
- Began streaming a chapel podcast that is featured on all podcast streaming platforms.
- Trained CMSE staff members to be contact tracers.

- Celebrated 1892 WEEK – a new approach to Founders Day. Honoring the past and celebrating the future! Each day CMSE surprised students with gifts, treats and pop-up events to highlight NGU’s culture of generosity.

Quarter 2

- Led the Jesus on Leadership training for CVR recipients.
- Convened Adulting 101 Seminar led by Career Planning .
- Worked with the CMSE staff to develop a consistent workflow for Bi-weekly reports.
- Conducted “Gentle and Lowly” study with Campus Ministry interns.
- Launched first official BCM Cyber Team evangelism training.
- Uploaded every student into College Central Network.
- SGA put on a free Carwash for faculty and staff.
- Completed Title IX meetings with all athletic teams.
- Hosted FCA Day for Men’s soccer.
- Held Career Planning Etiquette Dinner.
- Mobilized over 40 students and staff for Volunteer Day with Rebuild Upstate.
- Managed care circle for COVID-19 cases. *Every student that tested positive was assigned a CMSE Staff member that would touch base with them each day.
- Organized first large FCA gathering of the semester and eight students gave their lives to Christ during the service.
- Transitioned BCM and FCA meetings to virtual events due to COVID-19 without any delays or trouble spots.
- BCM student leaders served on Fall Break Mission Trip at Camp Awanita.
- Hosted FCA Day for Women’s Soccer.
- Connected Career Planning with all First Year Experience (FYE) classes
- Developed Clinic weekly report.
- Initiated Student Handbook audit/revisions with Residence Life and Student Accountability.
- Conducted End of year staff evaluations.
- Presented every freshman athlete with a bible through FCA.
- Completed CMSE Spring Orientation Plan.
- Finalized Spring housing.
- Organized Campus Band Night of Worship.
- Served late night breakfast.

Quarter 3

- Completed spring student check-in.
- Organized spring BCM leadership retreat.
- Hosted women’s chaplains retreat/training.
- Led men’s small group leader training.
- Hosted SCBC Immersion Event - small group leader training.

- Agreed to be a host site for Converge (SCBC Collegiate Conference).
- Completed “Uninvited” Bible Study with women’s ministry.
- Provided Resident Hall Family Feud.
- Saw female resident student lead roommate to Christ. The student that prayed to receive Christ was an international student from Brazil. The gospel conversation that led to the international student praying to receive Christ was sparked from an assignment in Dr. Larry Bateman’s class.
- Put on the annual Summer Camp Fair.
- Presented the Career Planning SuitUp Event.
- Finalized Student Handbook revisions.
- Offered COVID-19 isolation Chat Sessions with Student Health and Counseling.
- Instituted First Gal-entines Event.
- Started post-weights Coffee with each athletic team.
- Developed a mental health minute email specifically for student athletic population
- Launched spring semester small groups for male students with over 50 guys attending.
- Planned and implemented Student Led Renewal in Chapel.
- Directed Christian Worldview Week in partnership with Academics.
- Promoted Housing Process to residents.

Quarter 4

- Sent out BCM team on spring break mission trip to Lumberton, SC.
- Organized Mission mobilization event GO-2 with SBC and SCBC entities.
- Provided close of semester resident hall audit in partnership with Campus Enhancement Services.
- Introduced CMSE organizational change.
- Opened housing registration process.
- Presented Alumni month in Chapel.
- Accomplished FCA Day for Women’s Lax and Baseball.
- Executed 24 Hour Prayer Event.
- Finalized selection for new Student Leadership Team Community Leaders and Residential Techs.
- Hosted Career Fair.
- Directed NGU Campus Band Night of Worship.
- Promoted and led Bible study for engaged female students.
- Invited missionaries from IMB, NAMB and SCBC to speak with students about service opportunities.
- Solidified FCA leadership group for Fall 2021.
- Conducted Foundations of Finance Seminar.
- Collected end of year ministry team evaluations.
- Launched a grief support group.

- Completed the SGA Student vs. Faculty/Staff Softball game.
- Collected chapel assessment surveys.
- Concluded Resident Hall check-out and late stay process.
- Sent out personal communication to students serving in summer missions positions.

Vice President for Enrollment and Marketing/Communication

Mr. Michael White

The pandemic and its impact on recruiting practices in 2020-2021 allowed teams to grow adaptive capacity. Members studied the shifting environment for insights, distilled the observations into actionable ideas, and effectively executed the new action plans. With gratitude, we reflect on the faithfulness of God and teamwork that helped NGU reach milestones on the way to achieving goals in the strategic plan. The Enrollment & Marketing/Communications (EMC) team anticipates excellent things ahead.

Quarter 1

Traditional admissions resumed hosting in-person campus events and successfully hosted a New Student Connect event for incoming students. We were also thankful to re-open our campus to welcome campus guests, specifically students visiting to tour the campus.

The website redesign kickoff meeting was held Wednesday, June 3. A good number of faculty and staff gathered in person or virtually to learn the scope of the project and the road map forward. The Stamats leadership team hosted sessions with faculty, administration, and staff leaders to determine voice, tone, audience prioritization, and the direction for brand creative.

Enrollment engagement began continued recruitment and enrollment of new dual enrollment students from partnerships formed with Legacy Early College Charter High School and Upstate Homeschool Cooperative.

We announced increased academic scholarship levels for new residents, commuters, and transfer students. The change went into effect for Fall 2020, applying to the entering Class of 2024 and new transfer students.

NGU's PR and news coverage reached over 22 million individuals for June and 280,000 through social media.

A national search began to find NGU's next director of university marketing & creative services. The search team included representatives from alumni, advancement, athletics, academics, admissions, non-traditional admissions, and campus ministry/student engagement.

Traditional admissions hosted another successful New Student Connect event, where 108 incoming students joined us on campus to prepare for August enrollment. The team also began to prepare to consider adapting and changing our fall travel recruitment strategy. New student search tactics began targeted to increase enrollment for fall 2021, 2022, and 2023.

Promotion of the new cybersecurity program began through digital marketing tactics and networking. New environmental branding was added around the Tigerville and Greer

campuses. Items included light pole banners and glass decals for exterior entrances that reinforce NGU's core values.

Enrollment engagement hosted NGU alumni on campus to form the Alumni Ambassador Network, and beginning plans were made to build a network of Ministers who could assist with recruiting new students for the university. A new educational partnership with OneLifeX was launched for gap year students to earn college credits at NGU.

NGU's PR and news coverage reached over 7 million individuals for July and just over 400,000 through social media.

Traditional new student numbers dipped below the previous year's mark. The traditional admissions team worked diligently to bring in the Fall 2020 class while adapting to ever-changing COVID-19 precautions and protocols. Looking forward, the team strategized new ways to connect with students as they returned to high school since the fall travel season was canceled.

For the Fall 1 start, NGU online & graduate admissions realized a flat year for online bachelors and increased enrollment in the masters and doctoral programs. Director Kithcart worked with the EdD faculty to add fall 2 and spring 1 terms for doctoral students to start their program.

The new MA in Leadership hosted at the Impact 360 Institute welcomed a cohort of 9 MA in Leadership students into the Impact 360 Institute—successfully reaching the goal.

Enrollment engagement joined with Student Services and Academics to launch a new online program for dual enrollment students. Under the direction of Rachel Redding, NGUprays formed a team of NGU faculty and staff to prayer walk the student residence halls before the students arrived. Personal prayer cards were placed in each room.

NGU's PR and news coverage reached just over 45 million individuals for August and 414,000 through social media.

Quarter 2

Traditional admissions began making acceptance decisions for the Fall 21 recruiting cycle and launched the fall campus visit strategy. The admissions team collaborated with University Marketing & Creative Services to implement sophomore, junior, and senior communication plans. The plan included mail pieces, branded emails, and strategic phone calls to prospective students, encouraging them to complete the application process, visit the campus, and choose to enroll at North Greenville. Email campaigns to seek referrals from alumni and current students launched, with dozens of referrals returned as a result.

NGU adopted a test-optional approach for a student experiencing difficulties taking college entrance exams for fall 2021.

In concert with the Office of Academic Administration and Office of Student Services, a working group convened to explore NGU's naming convention related to academic programs. The group talked through ideas that informed lists on the website, promotional

materials, application pick-lists, etc. As a result, 115+ areas of study were identified and affirmed as the preferred way to list NGU's academic programs to various publics.

After a portfolio review and needs assessment, a restructure of open roles occurred in marketing to add a web developer position.

North Greenville landed on the magazine's [Top Performers on Social Mobility](#) list, rated No. 18 – those institutions that are successful at advancing social mobility by enrolling and graduating large proportions of disadvantaged students with Pell Grants.

NGU's PR and news coverage reached 105 million individuals for September and 180,000 through social media.

Traditional admissions adjusted the enrollment operations team structure by restructuring our data processing Team. The associate director for enrollment operations began oversight of two enrollment data processors, cross-trained to serve both the traditional and NGU online & graduate admission segments.

The team reached online bachelor's and master's enrollment goals for the fall 2 start. The NGU online and graduate team attended virtual transfer/career fair events at Central Carolina Tech, Fayetteville Tech, and Lander University during October.

Enrollment engagement launched email campaigns to high school counselors and SC Baptist pastors to seek referrals, and many responded. The university's alumni and friends were engaged during NGU Homecoming Weekend, Auxilio Fall Luncheon, and the Alumni Golf Tournament. Under the direction of South Carolina Baptists, referrals were sought at the annual meeting of the Laurens, Beaverdam, and Savannah River Baptist associations. Rachel Redding, NGUprays, launched *Praying on the Porch* to give NGU faculty and staffing to gather bi-weekly for prayer.

A CRM Specialist position was added to the Marketing Team, and a search to fill the position began.

NGU's PR and news coverage reached 25 million individuals for October and almost 1 million through social media.

Traditional admissions continued to implement the new Communication Flow and further developed our Admissions Counselor calling strategy. We increased the outbound call volume per counselor to 50 calls per day – allowing our counselors to be more focused on making contact with as many prospective students as possible and allowing them to build more meaningful connections over the phone.

Enrollment engagement met many NGU alumni and pastors at the South Carolina Baptist Convention in Columbia, SC, and the Thrive Conference of Three Rivers Baptist Association. Music and Worship ministers were engaged at *Onward*, the South Carolina Baptist Worship Ministry Conference in Cayce, SC.

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.

The Board of Trustees affirmed the refreshed brand creative platform. The platform outlined brand pillars, additional primary and secondary color pallets, fonts, creative visual identity creation, and a new campaign called "Every day. Epic."

NGU's PR and news coverage reached over 32 million individuals for the November and 433,000 through social media.

Quarter 3

Traditional Admissions was thankful to host an in-person Christmas Counselor Connect with 23 counselors attending. The program's entirety was hosted on campus this year and allowed us to showcase some of our new facilities, including newly renovated spaces like Neves and IT Services.

Campus visits play a critical role in recruiting students. A review of the results from our new campus visit strategy revealed that we hosted an increased number of individual visitors compared to previous years.

Aug –December

FA'17 – 396

FA'18 – 290

FA'19 – 180

FA'20 – 345

Enrollment engagement explored partnership possibilities with Spartanburg Christian Academy to offer dual enrollment courses on their campus.

Before the Christmas holiday, the NGU online and graduate admissions team members called, emailed, texted, and mailed out Christmas cards to the applicant and admitted students.

NGU's PR and news coverage reached 26 million individuals for December and almost 1 million through social media.

The fall edition of *1892* circulated in the mail to our constituents.

The traditional and non-traditional teams met spring semester enrollment goals. Traditional admissions made another strategic adjustment with an open position on their team, culminating in creating the enrollment operations coordinator position. The position is a vital support role managing inventory, purchasing, the student worker program, and the execution of the communication plan.

Fourteen staff and faculty members volunteered to write personal cards during the Christmas break, and 2,260 were mailed to inquiries most likely to apply as determined by the office of admissions

IT, Admissions, and Marketing began discovery and implementation on a new CRM called Slate. The new platform will increase enrollment operation functionality, lower institutional costs, and allow for unlimited users. The building process takes approximately seven to eight months which positions NGU to go live in August with lift potential on the fall 2022 recruiting cycle.

Enrollment engagement launched another email campaign across all channels (current students, future students, alumni, SC Baptist ministers, and high school counselors) and received many referrals. We registered 61 new dual enrollment students for the spring semester, a 52.5% increase over the spring semester in 2020.

NGU's PR and news coverage reached 92 million individuals for January and achieved a high mark for the year by reaching 921,000 through social media.

Traditional Admissions partnered with Student Services and CMSE to host a very successful scholars weekend competition. This was the 2nd year of the expanded competition, and we were grateful to have the opportunity to host 55 students and their families on campus amid heightened COVID-19 protocols. Over 50 university faculty, staff, and leadership team members volunteered and allowed the event to be a truly remarkable experience for these students.

A new policy was implemented for online bachelor students that waive the required high school transcript requirement for NGU Online transfer students with over 12 earned credit hours at the undergraduate level. This procedural change streamlined the admissions process for students who have already established themselves in undergraduate studies.

OneLifeX students visited the NGU campus in Tigerville on February 12 for an orientation and information day. The new partnership agreement was signed with Spartanburg Christian Academy. South Carolina Baptist pastors were engaged at Impact, a conference for SCBC ministers held in Cayce, SC. An initial meeting was held with High Point Academy of Spartanburg to explore a partnership to offer dual enrollment courses. NGU ministry teams completed their first and second levels of student recruitment training facilitated by enrollment engagement.

Larry Stoudenmire joined the NGU Family in February as the new Director of University Marketing and Creative Services. As the first director of web and electronic marketing at the College of Charleston, Stoudenmire played a leading role in migrating more than 250 academic and administrative websites to a new content management system, ensuring each site met the requirements of the university brand and style guide. Through his fourteen years, he served as a resource to more than 400 web maintainers and social media coordinators in developing and providing digital marketing strategies, standards, and best practices. Most recently, serving as the senior director of digital marketing, Stoudenmire was responsible for creating a new website focused on the recruitment of new students and faculty.

NGU's PR and news coverage achieved a high mark for the year by reaching 428 million individuals for February and 304,000 through social media.

Quarter 4

Traditional admissions successfully implemented a new admissions application as of March 1. The launch of the new application presents an improved user-friendly experience for prospective students who choose to apply. Elizabeth Whitley also led the way throughout the spring semester in successfully launching a tele-counseling operation. Most weekday evenings, NGU student workers called senior, junior, and sophomore inquiries and encouraged them to apply and engage with our admissions team. This is another exciting, new recruiting opportunity.

Enrollment engagement met with Doug Jett of the Brittany Strom Foundation to discuss the possibility of a partnership with his organization. Dr. Victor Prieto and Dr. Allen McWhite met with Mr. Jett about creating study abroad and mission opportunities for NGU students.

The Spring 2 term began March 9, and the NGU online & graduate admissions team exceeded goals for the term.

NGU's PR and news coverage reached over 140 million individuals for March and 244,000 through social media.

North Greenville University's website redesign was launched on Tuesday, March 23, 2021. The new and improved website provides the necessary information and resources for prospective students and their families to learn more about NGU, including our academic offerings, admissions process, financial aid, and campus life. In the four months since the launch, we have seen a 57% increase in users and a 16.14% increase in the average time spent on a page. This increase can partly be attributed to a more focused approach to improving and providing relevant content to the target audience. Comparing data from March 23 to May 31 of 2020 to 2021, we have experienced a 324% increase in visitors to the "Apply" page and a 39% increase to the "Visit" page.

Traditional Admissions partnered with the College of Christian Studies to host a Student Ministry Connect – an event designed to re-engage alumni involved in local student ministry and their students who may be considering attending North Greenville.

Traditional Admissions led a week-long calling intensive as the May 1 'College Decision Day' approached. The week consisted of each Admissions Counselor working until 8:00 p.m. and making as many phone calls to accepted students as possible to encourage them to choose to commit to NGU. The counselors made 2,200 outbound calls and saw great success in building relationships with these students. In addition, the team implemented new transfer recruitment strategies that included search, unique communications, and visit opportunities.

Enrollment Engagement worked with OneLifeX to renew their partnership with the university.

NGU's PR and news coverage reached 423 million individuals for April and 404,000 through social media.

With the merging of the PrintHub operation into University Marketing & Creative Services, a print production associate role was created to oversee and manage the team's print production area, which handles projects from both the campus community and the general public.

Enrollment engagement visited eight South Carolina Baptist churches. Information meetings were held with Millbrook Baptist Church staff members – Aiken, Freedom Biker Church – New Ellenton/Aiken, Second Baptist Church – Lancaster, Pleasant Dale Baptist Church- Lancaster, Evergreen Baptist Church – Effingham, and Hoffmeyer Road Baptist Church - Florence. Enrollment engagement conducted an NGU presentation to 20-25 students from Dillon First Baptist Church and Pyerian Baptist Church- Latta. Fourteen of these students completed prospect cards to receive contact from the university.

NGU's PR and news coverage reached 248 million individuals for May and 752,000 through social media.

In response to the growth of the UMCS team and the goal to centralize the marketing efforts from across campus, a new project manager role was formed from open positions. Social media guidelines were developed to inform and guide university faculty, staff, and administrators in creating and maintaining social media accounts used to promote NGU. The guidelines will set expectations, provide a consistent "look and feel" across the platforms and protect the University brand.

At the beginning of 2020-21, a new enrollment campaign was initiated to drive awareness and enrollment for 10 academic programs, including Cybersecurity, MBA, Business Administration, Health Science, Christian Studies, and others. The overall performance from the campaign gained 22 million impressions, 1068 calls, and 913 form submissions. MBA applications increased by 50% from target employers.

Vice President for Information Technology Services

Mr. Tim Huggins

In support of North Greenville University's mission, the IT Services Team has four areas of strategic focus. This focus has provided the opportunity for our team 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 very grateful for the wonderful IT Services team with whom I serve.

Student Information System (SIS)

We have continued the rollout of functionality in Jenzabar J1, such as enhancements to processes in the JICS portal for the student life cycle, support for budgeting, PO/Req., etc. The Jenzabar platform continued to be developed, and we stayed current on the latest software versions.

IT Standards and Best Practices

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 is 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. Progress was made in areas, 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

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 June through August:	SF	Completed June through August:
II	Increased NGU Internet2 bandwidth to 2 Gbps, doubling internet capacity on campus in support of operations and resident student activities	II	Built support model for student registration that offered zero touch client device support and aided in social distancing for support staff.
II, III	Completed migration of spam filtering platform to Mimecast. Configured email delivery/ reputation policies. Archived all new NGU email.	II	Created and deployed 100+ Microsoft Teams to support remote learning and socially distanced administrative, academic, and athletic outcomes. Integrated Teams with Blackboard for online meeting support. Enabled attendance reporting support.
II,III	Migrated to 5th generation Single Sign On (SSO) platform with ability to license automation functions for full identity lifecycle management.		

Information Systems and Business Applications - Jenzabar J1 Dev.

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 June through August:	SF	Completed June through August:
I	Implemented Cashnet Tuition Payment site replacing TMS as the tuition vendor.	I	Form and process developed to allow ID Card scanning and check-in using iPhones for Student Engagement for Fall 20.
I	Supported operations in various areas -Student billing / charges -Reconciling housing charges -ToL transactions and OPT_OUT attributes -Attendance roster issues -Prior Balance A1 Balance Hold processing	II	Student Life Cycle fully implemented for returning and incoming students and the infrastructure has been fairly resilient in supporting these changes. The most notable additions since implementation have been Registration Agreements and Proximity Card Numbers.
I	Developed and implemented a method for automatically assigning campus box numbers to incoming students. Report was created and delivered to the NGU Post Office.	II, III	Continued rollout of the PO/Requisitions module. 11 staff members trained during Q1 (Sheila Dilleshaw and Casey Richardson).

Quarter 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

Bold = COVID-19 contingency plan/response

SF	Completed September through November:	SF	Completed September through November:
II, III	Completed initial migration to Mimecast, our email management platform –with the setup of DMARC authentication (positive email reputation) and the ingestion of historical email data. <i>(See NGU email statistics below)</i>	II	Created and deployed 160+ Microsoft Teams to support remote learning and socially distanced administrative, academic, and athletic outcomes. Integrated Teams with Blackboard for online meeting support. Enabled attendance reporting support.
II,III	Maintained uptime greater than 99.95% in server infrastructure over the last 4 months.	II,III	Phase 1 of GLBA compliance is nearing completion. InfoSec concerns found in the Risk Assessment / Vulnerability Scan phase are being prioritized for management consideration and for remediation.
III	Configured Veeam backup for Office 365 data and email archiving/backup for 556 accounts to Wasabi - cloud hosted storage.	II	Completed planning and preparation for Open House and Dedication of new IT Services Building (formerly Tuttle Clinic) on Friday, Oct 16, 2020.
II,III	Implemented cloud based Single Sign-on for Blackboard to ensure classroom continuity.		

Information Systems and Business Applications - Jenzabar J1 Dev.

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 September through November:	SF	Completed September through November:
II,III	Continued rollout of the PO/Requisitions module. 13 staff members trained during Q2 (Sheila Dilleshaw and Casey Richardson).	I,III	COVID-19 Management and Tracing files were loaded to Pharos.

NGU email statistics:

Volume: 580,000+ incoming messages/month; 7,000,000 email messages annually.
Outbound: 27,000 outbound messages/month, not including mass email through Constant Contact, etc.

Mimecast Email Management System effectiveness:

In the 4 month period, 1,485 malware attempts were stopped. On average each month, 42,400 email impersonation attempts were stopped. 99.8% of all email is correctly asserting (coming from NGU); positively affecting NGU's email reputation.

Quarter 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

Bold = COVID-19 contingency plan/response

SF	Completed December through February:	SF	Completed December through February
II	Completed Admissions call center consulting support & setup for wiring, phone support, and computer installation for 6 stations.	II	Conducted new BoT members technology orientation to iPads, O365, & Boardbookit/Govenda.
II,III	Compiled/submitted NGU Technology Infrastructure needs proposals. These proposals will also be used in the evaluation of HEERF fund qualification.	I,II	Updated Jenzabar J1 to release 2020.3, updating the Student Portal, J1 Web, Retention, and JICS Mobile.

Information Systems and Business Applications - Jenzabar J1 Dev.

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 December through February	SF	Completed December through February
II,III	Continued rollout of the PO/Requisitions module. 18 staff members trained during Q3 (Sheila Dilleshaw and Casey Richardson).	I	Supported Student Accounts with IRS Form 1098T reporting for tax year 2020 to 2,876 students.
I,II	Extended Student Life Cycle processing for Registration Agreements to the CAPS and Graduate Programs.	I	Form and process developed to allow ID Card scanning and check-in using iPhones for Student Engagement for Spring 21.

Quarter 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 March through May:	SF	Completed March through May:
II	Annual Helpdesk Stats: 8,052 tickets closed 10,414 support calls & walkup requests 18,466 requests, with approximately 95% handled in 24 hours (business day only).	II	Started restructure of local data repositories based on new departments and subgroups with applicable security and communication groups. Completed for Student Services Team.
II	Consulted with Admissions Conference/meeting room spaces (formerly Financial Aid offices). Provided technology plan/proposal for redesigned meeting spaces.	II,III	Finalized and implemented Mimecast Cybersecurity Awareness Training by April 30. InfoSec training is a necessary component for audit, GLBA compliance, and cyber insurance.
II	Transitioned NGU Cell phone support to IT Services.	II,III	Completed initial GLBA compliance initiative.
II,III	Completed implementation of Mimecast Internal Mail filter. Made significant progress on Spam threats with Internal filter and the tuning of max email recipients for Faculty & Staff (30), and Students (5) email accounts.	II,IV	Finished Phase 1 of next generation wireless infrastructure migration with procurement and deployment of 2 new controllers and 100 new access points in strategic areas as well as the creation of a mobility domain for integration of key services with existing infrastructure.
II	Implemented 2nd shift with a focus on improving classroom technology services	II	Supported UMAC Team with NGU Website migration

II,III	Relocated and updated White Hall IDF and wiring which should improve staff office space and reduce risk of loss to expensive network gear.	II	Completed 2021 Audit reporting prep. Aggregation of reporting documentation only accessible prior to the end of the term.
II	Completed setup of Stripe payment gateway and registration page in Pheedloop Virtual Conference site for ICOBS Conference.	II	Completed initial engineering and design support for construction/renovation projects in Moore Hall, Sullivan Suite, President's cabin, White Hall, lodges and Unit dorm commons area media refresh, multiple learning space, etc.

Information Systems and Business Applications - Jenzabar J1 Dev.

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 March through May:	SF	Completed March through May:
I,II	ACH Refunding - Account Services needed a form and process in place to refund students for tuition and fees via ACH so that check printing and mail can be reduced saving time and money in operations. Deposit preference portlet added to Student Accounts page in the student portal	I	Academic Leadership Evaluation - Academic Support needed a form and process for conducting annual academic leadership evaluations so that performance evaluations for faculty can be performed and SACS requirements for meaningful evaluations of faculty are satisfied.
I	Chapel Grading – Student Engagement needed support in scrubbing chapel attendance especially in deduping attendances so that chapel grades could be entered.	I	Cultural Events Grading – Academics needed assistance in recording attendance for cultural events so that CEVT grades could be calculated for the students.
I	Supported UMAC team in initial stages of Admissions Slate Migration –Completed 2-week foundations course, integration, etc.	II,III	Continued rollout of the PO/Requisitions module. 4 staff members trained during Q4 (Sheila Dillesshaw and Casey Richardson).

Vice President for Student Services

Mrs. Rachael Russiaky

Quarter 1

Collection Agency - ConServe

We partnered with a collection agency, ConServe, towards the end of spring 2020. In August 2020, we sent our first file to ConServe to attempt to collect on the previous three calendar years (2018-2020). Beginning with the 2020-2021 AY, a collections file was sent to the agency three months after the end of each semester for students no longer enrolled, and that had not otherwise established a payment arrangement with the institution. Students are given the option to establish an agreeable payment arrangement with NGU, instead of having their account sent to ConServe.

ConServe Collections

Date	Accounts Placed	# of Accounts	Write-offs/ Adjustments	Paid	Outstanding	Collection Cost - NGU	Collection Cost - Student
4.5.21	\$483,249.64	123	(\$2,350.13)	(\$34,870.11)	\$446,029.40	\$6,532.06	\$-
5.7.21	\$635,230.41	162	(\$2,350.13)	(\$44,738.55)	\$588,141.73	\$9,395.04	\$-
6.4.21	\$635,230.41	162	(\$2,350.13)	(\$51,724.43)	\$594,914.53	\$10,617.78	\$167.44
7.6.21	\$635,230.41	162	(\$2,350.13)	(\$53,978.04)	\$592,660.92	\$10,963.98	\$371.33
8.1.21	\$635,230.41	162	(\$2,350.13)	(\$57,392.36)	\$589,246.60	\$11,310.18	\$630.42

Amounts and counts are YTD totals

Internal Collections

Agreements	# of Accounts	Paid	Sent to Collections*	Outstanding
\$235,295.72	50	(\$73,021.29)	\$-	\$162,274.43
\$243,531.50	54	(\$83,627.26)	(\$37,509.93)	\$122,394.31
\$242,669.50	54	(\$91,759.07)	(\$37,509.93)	\$113,400.50
\$245,873.23	60	(\$98,682.07)	(\$57,328.94)	\$89,862.22
\$248,892.44	61	(\$104,392.07)	(\$57,328.94)	\$87,171.43

**Accounts sent to collections are included in ConServe totals*

Registration Agreement – Collection Costs

To pass off collection costs to the student with an account sent to collections, we had to first implement a registration agreement requiring active acknowledgement by the student of the terms and conditions of the collection costs. The agreement was finalized and implemented with the FA20 semester. Students are required to sign this online agreement on an annual basis.

Quarter 2

Bill Collection

We are continuing to see improvement in our balance tracking, which we attribute to improved, consistent communication, and the more recently implemented checklist on the student portal that is part of the semester check-in process. The late payment administrative fee and monthly administrative fee that will be implemented in the FA21 semester should continue to encourage more timely bill payment.

	Fall Semester						Spring Semester					
	Month	Term	Student Count	Amount	Overall Enrollment	%	Month	Term	Student Count	Amount	Overall Enrollment	%
2019-20	September	FA19	336	\$1,331,683	2428	14%	January	SP20	288	\$1,192,779	2071	14%
2020-21		FA20	368	\$1,339,410	2280	16%		SP21	323	\$933,415	2006	16%
2019-20	October	FA19	210	\$922,600	2428	9%	February	SP20	214	\$658,356	2071	10%
2020-21		FA20	301	\$1,086,624	2280	13%		SP21	246	\$477,274	2006	12%
2019-20	November	FA19	121	\$540,337	2428	5%	March	SP20	133	\$470,226	2071	6%
2020-21		FA20	145	\$447,045	2280	6%		SP21	135	\$337,132	2006	7%
2019-20	December	FA19	70	\$315,381	2428	3%	April	SP20	123	\$430,461	2071	6%
2020-21		FA20	89	\$228,046	2280	4%		SP21	74	\$170,995	2006	4%
2019-20							May	SP20	74	\$257,951	2071	4%
2020-21								SP21	57	\$135,100	2006	3%
2019-20							June	SP20	59	\$211,407	2071	3%
2020-21								SP21	45	\$107,929	2006	2%

Credo – 21-22 Packaging Strategy

Our partners from Credo were on campus in early October to help us evaluate the packaging strategy implemented for 20-21 and to discuss needed adjustments for the 21-22 cycle. Some of the decisions made included sunseting specific scholarships that were no longer making a strategic impact and/or that were inflating aid packages. A key aid type no longer offered is the Distinguished Grant, which was previously awarded to students that deposited between the months of October-December, with awards ranging between \$1,000-\$2,000. The grant was causing an over-spend in aid awarded, as well as encouraging soft deposits.

Homecoming Commencement Ceremony

Due to the pandemic and the postponed commencement ceremony in May 2020, SP20 graduates were presented with the choice to participate in a special commencement ceremony during Homecoming 2020, the December 2020 commencement ceremony, or the May 2021 commencement ceremony. We had roughly 75 students participate in this special ceremony held during Homecoming.

21-22 Financial Aid Packaging

We began new student packaging for traditional undergraduate students the week of 11/16/20. This is the earliest that we have started new student packaging within the past few years, which assisted with earlier engagement with FA21 prospective students. We will continue to begin new student packaging in November in future award years.

Discount Tracking

We are continuing to partner with IT Services in improving our discount reporting.

Discount Report Final Snapshots					
2019-20					
Source	Category	Grad/PA	Online	Trad	Overall Totals
Unfunded*	Est 19-20 Budget	\$ 1,488,026	\$ 1,388,529	\$ 33,569,184	\$ 36,445,739
	Total Inst Grants	\$ 31,543	\$ 23,625	\$ 14,975,718	\$ 15,030,886
	Total Count	139	136	1659	1934
	Average	\$ 226.93	\$ 173.71	\$ 9,026.95	\$ 7,771.92
	Discount	2%	2%	45%	41%
	NTR - Trad			\$ 12,093.05	
<i>*Excluding: employee waiver and endowed/restricted</i>					
Source	Category	Grad/PA	Online	Trad	Overall Totals
Unfunded & Funded	Est 19-20 Budget	\$ 1,488,026	\$ 1,388,529	\$ 33,569,184	\$ 36,445,739
	Overall NGU Aid	\$ 88,732	\$ 97,274	\$ 15,797,802	\$ 15,983,808
	Total Count	139	136	1659	\$ 1,934
	Average	\$ 638.36	\$ 715.25	\$ 9,522.48	\$ 8,264.64
	Discount	6%	7%	47%	44%
	NTR - Trad			\$ 11,597.52	
<i>Est. 19-20 budget based on 9/17/19 tuition projections</i>					
2020-21					
Source	Category	Grad	Online	Trad	Overall Totals
Unfunded*	Est 20-21 Budget	\$ 1,876,336	\$ 1,624,020	\$ 32,924,791	\$ 36,425,147
	Total Inst Grants	\$ 198,995	\$ 31,108	\$ 16,325,059	\$ 16,555,162
	Total Count	138	132	1565	1835
	Average Aid	\$ 1,441.99	\$ 235.67	\$ 10,431.35	\$ 9,021.89
	Discount	11%	2%	50%	45%
	NTR - Trad			\$ 11,618.65	
<i>*Excluding: employee waiver and endowed/restricted</i>					
Source	Category	Grad	Online	Trad	Overall Totals
Unfunded & Funded	Est 20-21 Budget	\$ 1,876,336	\$ 1,624,020	\$ 32,924,791	\$ 36,425,147
	Overall NGU Aid	\$ 270,088	\$ 116,655	\$ 17,043,848	\$ 17,430,591
	Total Count	138	132	1565	1835
	Average Aid	\$ 1,957.16	\$ 883.75	\$ 10,890.64	\$ 9,498.96
	Discount	14%	7%	52%	48%
	NTR - Trad			\$ 11,159.36	
<i>Est. 20-21 budget based on 11/2/20 tuition projections</i>					

Snapshots were taken at the end of the fall semester for the academic year indicated. Data does not include aid adjustments made during the spring or summer. Other assistance not included in the discount report includes GA pay and work study.

Quarter 3

December Commencement Ceremony

Due to COVID-19 protocols and a high number of graduating students, we held two commencement ceremonies, separating graduate and undergraduate students, to allow for appropriate social distancing.

Cash Handling Policy

In partnership with the Business Office, we finalized a policy for cash handling that includes having a better cash supply on hand with the appropriate level of denominations to better serve our students. We are also able to safely secure cash in the Student Services suite vs storing in the vault in the Business Office.

Quarter 4

Spring Commencement Ceremony

In partnering with several areas across campus, the spring commencement ceremony was a success. We adjusted many aspects of the ceremony and set up due to COVID-19 precautions, which improved the event, and we plan to continue several of the adjustments in the future. Some of the improvements included a different set-up of the student seating on the field, the purchase of a new stage that is more appropriate for an event of this size, and video/audio rental items.

ACH Direct Deposit

In partnership with IT Services and the Business Office, we have opened the module within J1 to allow students to provide bank account information for direct deposit of a refund owed. This will assist with more efficient processing and quicker access to funds for students. This option was made available to all student populations beginning with SM21.

Clearinghouse Services

NGU currently uses the Clearinghouse for Enrollment Reporting needs. We are investigating other Clearinghouse services, including Degree Verify and Enrollment Verify for self-serve verification requests, and Student Tracker for valuable data to assist with retention and recruitment efforts. We are now set up with Degree Verify and will soon be set up with Student Tracker.

Bad Debt

Historically, there was a binder used to track past due accounts dating back to the 1950's up until about five years ago. In partnership with the Business Office, the information recorded in this binder is now recorded accurately within Jenzabar/J1 for accurate tracking and engagement with previously enrolled students.

Program Participation Agreement (PPA) Recertification

Our agreement, which authorizes participation in Title IV programs, expired in June 2021. The deadline to complete the recertification process was March 31st. Our PPA recertification application has been approved by the DoE through 2025, and we are no longer on a provisional approval status.

Late Payment Administrative Fee and Monthly Administrative Fee

All students are expected to make payment in full for their semester bill or make the first payment on a monthly payment plan by the first day of classes. As a next step in improving the timeliness of bill collection, we will implement financial consequences beginning in the FA21 semester.

One-time Fee: \$150 fee assessed 2 weeks after the start of classes each semester.

Monthly Fee: 1% of the student's outstanding balance assessed the final day of each month.

HEERF II - Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

Grant consideration for students was based on those with financial need as demonstrated by the EFC from the 2020-2021 FAFSA, giving prioritization to those that had an EFC between \$0-\$5,711 (Pell Grant eligibility range). The grant amount provided varied based on EFC and by student population (all student populations were considered).

Students assisted: 1,583 Total amount distributed: \$1,038,600

HEERF III – American Rescue Plan (ARP)

We are continuing to carefully monitor federal guidance as we determine how best to manage this 3rd round of funding during the 2021-2022 AY. Funding was made available to NGU in late April 2021. We have one year from the date this most recent grant obligation was processed by ED to spend all of the HEERF funds. NGU deadline: 5/20/22.

Allocation available: \$2,925,368

Final Snapshot - 2020-2021 Academic Year

FA20 Sept 18, 2020

Fall 2020	New	Returning	Total
Term Total	806	1474	2280
Undergraduate Total	738	1253	1991
Graduate Total	68	221	289
Undergraduate Total	738	1253	1991
Traditional	473	1107	1580
Online	36	111	147
Busn Leadership	6	26	32
Christian Ministries	7	28	35
Criminal Justice	0	11	11
General Studies	3	11	14
Educational Studies	8	25	33
Psychology Applied	12	10	22
Other Undg Programs	229	35	264
Dual Enrollment	135	26	161
Certificate/Non Degree	20	9	29
Teacher Cadets	74	0	74
Graduate Total	68	221	289
Certificate	2	2	4
MBA	24	42	66
MBA/HR	0	5	5
MEd	8	20	28
MMusEd	0	7	7
MA / Chr Min	15	14	29
M Div	3	11	14
PA Medicine	0	59	59
DMin	5	18	23
EDD	11	43	54

FA20 Sept 18, 2020

Summer 2020	New	Returning	Total
Term Total	36	587	623
Undergraduate Total	17	418	435
Graduate Total	19	169	188
Undergraduate Totals	17	418	435
Traditional	9	345	354
Online	8	73	81
Graduate Total	19	169	188

SP21 February 5, 2021

Spring 2021	New	Returning	Total
Term Total	174	1832	2006
Undergraduate Total	115	1626	1741
Graduate Total	59	206	265
Undergraduate Totals	115	1626	1741
Traditional	43	1391	1434
Online	7	112	119
Busn Leadership	0	23	23
Christian Ministries	2	29	31
Criminal Justice	0	6	6
General Studies	1	6	7
Educational Studies	1	32	33
Psychology Applied	3	16	19
Other Undg Programs	65	123	188
Dual Enrollment	62	115	177
Certificate/Non Degree	3	8	11
Teacher Cadets*	0	0	0
Graduate Total	59	206	265
Certificate	4	0	4
MBA	9	48	57
MBA/HR	0	3	3
MEd	3	22	25
MMusEd	2	5	7
MA / Chr Min	2	29	31
M Div	3	10	13
PA Medicine	30	30	60
DMin	3	18	21
EDD	3	41	44

*Registered 43 Teacher Cadets after final snapshot. (3/11/21,