



NORTH GREENVILLE
UNIVERSITY
Christ Makes the Difference

ANNUAL REPORT TO THE BOARD OF TRUSTEES
NORTH GREENVILLE UNIVERSITY
2021-22

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President

Dr. Gene C. Fant, Jr.

Objectives for 2021-2022

- Operationalize adjustments to university strategies based on emerging understanding of post-COVID enrollment, financial, and reputational opportunities and challenges.
 - Met: As the year has progressed, we have responded in live-time to new developments that have required immediate adjustments, particularly due to inflation, market uncertainties, and other looming threats. The Omicron strain certainly impacted operations for FY 22 but we were able to meet these challenges and plan for the future. The COVID-19 Response Team was decommissioned with appreciation at the end of the spring semester. In each operational area of the university, adjustments were made during the year and re-positioning was undertaken to prepare the university for the coming year. This has paid significant dividends in admissions, retention, marketing, and other areas. A task force was launched in order to provide longer-term responses to these opportunities and challenges (more on this below).

- Launch a significant capital campaign in 2021-2022.
 - Met: The Donnan/COBE renovation project has been fully designed architecturally, the capital campaign has been developed and will be launched this summer as a public campaign, the logistics of the renovations have been planned, and the renovations of the physical space should be initiated late this summer.

The campaign is initially an \$8.5MM initiative and should cover the renovations, IT, furnishings, and equipment, though we are watching inflation and supply chain for pressures on final costs. Response from donors has been very strong, with the private / “quiet” phase raising about 25% of the cost; we have been invited to apply for a 7-figure grant from a foundation that would push the “quiet” phase to nearly 50%. We have lined up back-up financing in case of failed pledges or unexpected costs (though we hope this is a safety net) as we anticipate pledge payments over the next three years. This campaign should allow us to prepare for the next capital campaign, which likely will be in the \$25-40MM range (no date yet) and will be tied with the next strategic plan and the soon-to-be completed campus enhancement plan.

- Monitor and prepare strategies for legal, financial, athletic, and accreditation challenges due to emerging post-Christian hostility to our market sector.
 - Met: We continue to monitor threats, including research, networking, and participating in partner programs that allow us to survey the landscape in these areas. While no major challenges posed immediate threats this year, many could drop into position at any time. We continue to work on our legal documents,

review process, and personnel training to ensure that we are prepared for any eventuality.

We continue to monitor robustly all legal threats and challenges to our mission. I meet at least once a year with one of the Alliance Defending Freedom's leaders for legal updates, text frequently with legal advisors in this area, and this summer I will again participate in the ADF religious liberty summit, which places me in contact with leaders from across the nation (and the world). In-house counsel Rayburn likewise assists in this work, as does Tony Beam via his work with both the SCBC and the SBC's Ethics & Religious Liberty Commission and Lisa Van Riper's work with legislative work.

The aforementioned task force (see item one above) is deeply connected to this process, particularly where these matters affect institutional mission and finances. We know that without a financial margin, it is difficult or impossible to guard the mission, so we are exercising diligence in these areas. We also are working on the protection of the non-profit sector in the US relative to tax code and other matters.

As a member of the leadership councils of both the Conference Carolinas and the Gulf South Conference, I have access to information regarding the NCAA's efforts to curtail religious liberty, particularly where Sexuality, Orientation, Gender, and Identity (SOGI) are concerned. At this year's NCAA annual meeting, a new constitution was proposed, and I worked closely with a number of other presidents to alter the original wording of a number of portions of the document, including an amendment I wrote personally challenging some of the elements that impinged on institutional mission and autonomy. I also participated in a panel discussion at the IACE's annual meeting, alongside the president of Houston Baptist (D1 NCAA) and the CEO of the National Christian College Athletic Association. We continue to monitor developments.

Where accreditation is concerned, we continue to monitor developments in both regional and professional accreditation, revising our documents and practices in order to minimize risks. To date we have not had particular challenges that have risen to a critical level, but we have tweaked some elements related to accreditation that allow us to have more stable footing as we prepare for the inevitable challenges.

- Prioritize new curricular and programmatic launches in academic areas, including new partnership opportunities.
 - Met: This year we launched the new bachelor's degree in cybersecurity and beefed up the partnership with Impact 360 Institute for the MA in Organizational Leadership. We finalized our decennial SACS-COC accreditation, which provides us with a runway for new program development. We secured initial approval for the Pine Mountain GA campus (Impact 360 Institute), which will provide opportunities for more programs there.

While other new partnerships are not ready to be unveiled, we have a half-dozen in the queue that can lead to new programs, new enrollment opportunities, and new revenue streams that can be sustainable. Of particular note are ones that are connected with professional education that can be eligible for third-party financial aid to support our students and their families.

Based on current projections, it is possible that the Tigerville campus could be at housing capacity by Fall 2024; this means new revenue from emerging partnerships and academic programs will be critical to the financial success of the university. Since most academic programs require 18-24 months to develop, process with accreditation, and market, we feel a specific level of urgency in developing these programs and the coming year will begin to yield productivity in these innovations.

- Continue to operationalize plans for physical space renovations and allocations, including funding plans.
 - Met: The covid pandemic has allowed us to accelerate many of our renovations and plans for construction. The advent of HEERF funding in particular has meant that we could undertake many projects without additional fundraising and with minimal impact on cash reserves. Likewise, the reduction of the FUGE footprint in the summer meant we had more elbow room for pursuing capital projects.

I will refer the board to the reports in the Infrastructure & Operations Subcommittee's meetings for details, but many roofs, HVAC systems, and flooring have been updated in the past two years. Dorms and particularly dorm restrooms have been improved. Classroom technology has been upgraded. Around the quad in Tigerville, we have seen renovations in Todd-Tingle, Craft-Hemphill, Hayes Ministry, Turner Chapel, White Hall, and soon we will see Donnan completely overhauled; these spaces are in addition to Neves and Tuttle. The Sullivan Box at Younts Stadium has been gutted and overhauled. The lower floor of Runion has been updated for the move of the Marketing and Communications Group to be housed there, with Advancement and University Engagement relocating to the McCormick House and the executive offices relocating temporarily to the former elementary school next to the McCormick House.

Final plans for the renovation of Donnan have been presented and will be operationalized through calendar year 2022. Funding has been identified and fundraising is underway, including interest from a major funding foundation. This signature building is anticipated to be completed and rededicated by the end of calendar year 2023, with full payment of all costs—including donor pledges—by the end of calendar year 2024.

In 2019, we launched a Campus Master Plan project with Derck + Edson that was suspended due to the pandemic. In 2021, we re-visited the project and altered its scope as a Campus Enhancement Plan, with presentation to the board in 2022. This plan will guide fundraising, program development, and physical planning for the Tigerville campus's next decade, offering a framework for considerations that also will feed into the next strategic plan (to be developed in 2024).

- Explore financial models for university sustainability in the future as funding models change.
 - We established a task force to begin preparations for the post-covid era of Christian higher education, made up of EVP Grimm, Provost Finn, SVP Stowell, VP White, VP Russiaky, and University General Counsel Rayburn. This group met twice (a third meeting was postponed due to Omicron) and reviewed about 20 federal form 990's and audits for other institutions, in order to understand successes, errors, strategies, and opportunities that NGU might learn from. These conversations have been extremely helpful in analyzing our position in the market sector and thinking about our financial model. The final meeting will happen this summer, and we hope to prepare an outline of strategies that we can fully operationalize relative to advancement, enrollment, marketing, fiscal policy, and other major aspects of the university. As we prepare for the end of the current strategic plan, these strategies will inform the next plan as we mature into a data-driven, best-practice institution.

We anticipate a report coming from this task force at the October meeting of the board, with recommendations related to advancement, enrollment, marketing, and capital planning. With the advent / acceleration of the demographic cliff (see last year's report), there is a strong sense of urgency about this report. The report will anticipate next steps for the strategic plan that will succeed the NGU2025 plan currently in place.

NOTA BENE:

1. As we ended the second year of the pandemic (and ended the third), we continued to see the protocols that were developed by the COVID-19 Response Team working effectively. Even the rise of the Omicron variant led to a brief upsurge but very few serious illnesses (thank God!). We were able to continue face-to-face instruction throughout the year and allow Campus Ministries and Student Engagement, along with Athletics, to operate nearly normally and fully in spite of a second difficult year. The entire 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. The strong enrollment numbers currently seen are, I believe, directly connected to how the community pulled together during the pandemic and allowed the student experience to be prioritized. Special kudos to Rich Grimm and the COVID Response Team for the

leadership and wise navigating of these complex circumstances; we were able to decommission this team in May (though its rigging is still in place should we need it).

2. Last year we successfully completed our decennial reaffirmation by SACSCOC. Due to the pandemic, there were a few left over tasks related to this, which were completed successfully. Additionally, the advent of the partnership with Impact 360 Institute on a graduate program required SACSCOC extension to the Pine Mountain GA location, which was approved as a fully fledged instructional site for NGU, joining Tigerville, Greer, and online as part of our footprint. The success of Provost Nathan Finn and his team should not pass un-noted in these activities, which are essential to our functioning as a university.
3. Following the national slow-down in philanthropy during the pandemic, this year we made three gigantic leaps forward in advancement and university engagement. We were certified as transparent by Excellence in Giving, we were accepted for full membership in the Evangelical Council for Financial Accountability, and we passed \$5MM in giving for the year (private gifts and Cooperative Program gifts). When we add in the institutional portion of HEERF funds, external funding approached \$10MM (most of which was restricted), which we believe to be a record year of institutional receipts in a single fiscal year. Kudos to a variety of ELC leaders for this, particularly Marty O'Gwynn, Rachael Russiaky, and Mike Stowell.

University Representation

Preaching / Speaking / Service / Travel June 1, 2021 to May 31, 2022

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

--These do not include meetings, meals, or contacts with donors or other important stakeholders, nor funerals (unless noted)

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

June

- 2: **Impact 360 Institute Board of Directors**
- 2: **Monthly Facebook Live with Admissions**
- 4: **Gulf South Board of Directors**
- 11: **BMW Pro Am Mix and Mingle**
- 13-14: **NAMB Send Conference (Nashville TN)**
- 15-16: **Southern Baptist Convention Annual Meeting (Nashville TN)**
- 15: **Alumni Gathering (Nashville TN)**
- 28: **Reception / Q & A with U.S. Sen. Tim Scott (Greenville)**
- 29: **Lunch with Jim Bennett, VP of the Religious Liberty Institute (Greenville)**

July

- 1: Prayer Retreat
- 7: Center for Christian Cultural Engagement Advisory Board
- 8: Truett & Jeanette Cathy Life and Legacy Tour (Hampton GA)
- 9: Lunch Speaker, Greer Rotary Club
- 12-15: Alliance Defending Freedom / International Alliance for Christian Education (Orlando FL)
- 23: Prayer Retreat

August

- 2: Video: 200th Anniversary of South Carolina Baptist Convention
- 5: Prayer Retreat
- 9: Breakfast with Andrew Merriman (Greer City Manager)
- 11: Reception / Q & A with Gov. McMaster (Greenville)
- 12: SCBC Nominations Committee (Columbia)
- 16: Breakfast with Dan Wood, CEO of National Christian College Athletic Association
- 17: Lunch with Steve Shaw, Greenville Councilman

September

- 2: SCICU Executive Committee
- 4: Hospitality, NGU Football v. Limestone
- 9: Greater Greer Chamber of Commerce Annual Celebration
- 12: Preached at Shandon Baptist Church, Columbia
- 14: Lifeshape Foundation Golf Tournament (Atlanta GA)
- 17: NGU Alumni Connect Event, Charleston
- 18: NGU Football @ Citadel, Charleston
- 21: Christian Ministry Scholarship Banquet
- 22: Partnership meeting, Jim Bennett (RFI)
- 24: Prayer Retreat
- 28: SCICU Board of Trustees

October

- 1: Alumni Awards Dinner / Half Century Induction
- 2: Hospitality, NGU Football v. Mississippi College
- 4: Conference Carolinas Presidents Council
- 5: SCBC Executive Committee, Columbia
- 7: NGU Red Carpet Gala
- 8: Hospitality, NGU Football v. West Florida
- 10: SCBC Palmetto Collective Lunch with Kevin Ezell (CEO, SBC North American Mission Board)
- 10: Three Rivers Association Annual Meeting, with Paul Chitwood (CEO, SBC International Mission Board)

- 13: Podcast Interview with Dr. Jonathan Morrow, Impact 360 Institute
- 14: Opening Remarks and Welcome, Upstate Teacher Cadets Program Visit
- 15: Dick Brooks Meals on Wheels Golf Challenge
- 16: Dinner with Korean Evangelist Billy Kim, Korean Foreign Minister Yu, and Glenn Wilcox (Asheville NC)
- 17: Church with Dr. Kim and Mr. Wilcox (Asheville NC)
- 19: Greenville Baptist Association
- 20: Prayer Retreat
- 21: Board of Trustees meetings
- 22: Inauguration of Presbyterian College President (Clinton SC)
- 27: Impact 360 Institute Board of Directors (Pine Mountain GA)
- 30: Hospitality for NGU Football v. West Alabama

November

- 1: Arts Project meeting with First Presbyterian, Greenville
- 7-10: South Carolina Baptist Convention & Pastors Conference (Columbia), including alumni event and donor breakfast
- 13: Hospitality for NGU Football v. Shorter
- 14: Plenary Address, Upstate Teacher Cadet Day
- 15: OneLife Leadership meeting
- 15: NCAA Constitutional Convention (Zoom)
- 16: Hosted SC Supreme Court Justice Kittredge on campus
- 17: Prayer Retreat
- 19-20: NGU Scholars Weekend
- 22: Conference Carolinas Presidents Council (Zoom)
- 29: Dr. Betty Jo Craft funeral (Columbia)
- 30: NGU Christmas concert

December

- 1: High School Counselor Connect Event
- 2: SACSCOC exit interview (Zoom)
- 4: Marshall, Tigerville Christmas Parade
- 5-8: SACSCOC Annual Meeting (Zoom)
- 7: NGU Alumni Connect @ Upcountry Museum
- 9: President's Christmas Open House (Day and Evening)
- 10: NGU Fall Commencement

January

- 2: Boiling Springs (SC) FBC
- 7: SC Citizens for Life (hosted Sen. Graham / Gov & First Lady McMaster; Columbia)
- 10: Kicked off Read through the Bible emphasis
- 11: New Orientation for Trustees
- 11: Gulf South Conference Presidents Council (Zoom)

- 12: Conference Carolinas Presidents Council (Zoom)
- 14: Meeting with leadership of First Presbyterian Church (Greenville) arts project
- 19-22: NCAA Annual Meeting (Indianapolis IN)
- 25: Christian Ministries Scholarship Dinner
- 28: Lunch with new Three Rivers Association AMS, Dr. Travis Kerns
- 31- Feb. 5: Prayer and Planning Retreat (Folly Beach)
- 3: SCICU Executive Committee (Zoom)

February

- 9: International Alliance for Christian Education (IACE) Board of Dir. (Ft. Worth TX)
- 10-11: International Alliance for Christian Education Annual meeting
- 16: Founders Day Address, Anderson (SC) University
- 17: February Board of Trustees Meeting
- 24: SACSCOC on-site visit
- 27: Teacher Cadet Torch-Passing Ceremony

March

- 9-10: SCICU Executive Committee (Zoom)
- 10: SCBC Nominating Committee Meeting (Columbia)
- 10: Coca-Cola Consolidated t-Factor Leadership Event (Zoom)
- 19: Softball Stadium Dedication
- 24: Meeting with Dr. Paul Chitwood, SBC International Mission Board (Richmond VA)
- 28: Meeting with Dr. Brian Autry, Executive Director, Virginia Conservative Baptist Convention (Richmond VA)
- 30: Prayer Retreat

April

- 9: NGU Athletics Hall of Fame Induction
- 12: CMSF Commissioning Service / Banquet
- 13: Prayer Retreat
- 23: Men's Volleyball Championship @ Mount Olive University
- 26: SCBC Executive Board meeting annual report (Columbia)
- 29: Craft-Hemphill Building rededication
- 29: NGU Spring Commencement

May

- 1-3: Impact 360 Institute Lectures on Culture and Worldview (Pine Mountain GA)
- 2: Impact 360 Institute Board of Education
- 6: Impact 360 Institute Commencement (Pine Mountain GA)
- 11: Prayer Retreat
- 16: Lunch with R. Albert Mohler (President of SBTS)
- 16-17: Conference Carolinas Presidents Council (Spartanburg)
- 18: Lunch with SCBC Leadership (Columbia)

20: ARC-PA Accreditation Interview

20: NGU Night at Greenville Drive

27: Southside Christian High School Commencement Speaker

- I represent the university on the boards of the International Alliance for Christian Education (executive committee), Conference Carolinas (board of directors), the South Carolina Independent Colleges and Universities Association (executive committee), Impact 360 Institute (board of education), and the Gulf South Conference (affiliated), and the Center for Christian Cultural Engagement (advisor).
- Book chapter published: "Faith, Truth, and the Problem of Irrelevance: The Evangelical Church's Spectacular Failure and its Grand Opportunity," *Know. Be. Live: A 360 Degree Approach to Discipleship in a Post-Christian Era*, ed. John Basie (Forefront / Simon & Schuster 2021).

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 COVID19 Response Team recommended a vaccination protocol for the University, which was reviewed and approved by SLC. The team developed FA21 stack poles, around which protocols were developed. The contact tracing team was particularly busy with the start-up of the fall semester

Project Updates

Planning and preparation continued regarding the execution of Summer 21 projects. Additional projects that are being scoped include a refresh of Ellison Board Room and the lobby in Turner Chapel. We also investigated the possibility of renovating several buildings, including Donnan Administration Building, Sullivan Box, and the McKinney House.

Excellence in Giving

The donor agreement was drafted and submitted to EiG. We received preliminary communication indicating that the gift would arrive earlier than expected. The donor agreement was executed and funds received.

Campus Enhancement Plan

The team from D&E was reengaged. It came to campus the week of July 27 to begin the Campus Enhancement Plan project. The meetings went well, providing significant input and feedback that formed the basis for the Campus Enhancement Plan.

National Anthem Task Force

A representative team met during the summer to review the current policy regarding student-athlete and athletic staff deportment during the playing of the National Anthem. A revised policy was drafted and presented to the Senior Leadership Council, which was approved and rolled out.

Greer Operations

Led by AVP Justin Pitts, a number of Q1 accomplishments were realized in Greer, including: utilization of Visiplex; successful launch of fall operations; and organization of a Day of Prayer at TBC.

Tigerville Operations

Led by Sr. AVP Billy Watson, a number of Q1 accomplishments were realized in Tigerville, including: Fuge resumed operations; the Pioneer Football League Commissioners Meeting took place on campus; and successful distribution of Slingshot books.

Quarter 2

COVID-19

The COVID19 Response Team continued to meet on a weekly basis, recommending new protocols as needed. The face-covering protocol was modified to require use while indoors. Prisma set up a mobile vaccination clinic on Sept 29 and Oct 27.

Donnan Administration Building

The kick-off planning meeting with Equip Studios was held on Sept 7; planning charrettes began on Monday, Sept 13. Support began being directed toward donor engagement as well as toward project planning. A motion to recommend the project to the Board was approved by the Infrastructure and Operations Committee. Planning began regarding how to handle displaced operations in Donnan. A joint motion from Infrastructure & Operations Committee and Advancement & Investment Committee was presented to the Board at the Oct 21 meeting.

Campus Enhancement Plan

The office resourced work related to the Derck & Edson campus enhancement plan. Meetings with the President and the committee provided feedback and refinement to the plan. The consultants presented the initial draft of the plan to the committee on Nov. 15.

Project Oversight

Planning for the Sullivan Box renovation and UMC relocation projects continued.

Economic Impact Study

We initiated conversations regarding the potential for conducting a study demonstrating the regional economic impact of NGU. We contracted with [David Lilly, Lilly Consulting Group](#), to conduct the economic impact study.

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.

Greer Operations

Began development of the Tim Brashier Advisory Council. Food trucks were brought to campus several times. Volunteers from the TBC assisted with the Greer Relief Golf Tournament. The campus hosted Title IX training.

Tigerville Operations

The Campus Store introduced its new Mobile Campus Store at the first home football game. It was a big hit! Dean Norris and CES did a great job transforming the trailer into the mobile store. A student-populated food committee was formed. The committee met for the first time on Thursday September, 16, 2021. NGU Events placed a Courtesy Shuttle into service, making it available to use for various events on campus. The Pioneer Football League Championship games were in Younts Stadium on November 6th. A free laundry app was activated, enabling students to see which machines are open, or coming open. Officers from CSS observed two critical incident training exercises. A campus-wide copier/printer survey was completed.

Quarter 3

COVID-19

Due to a surge in positive cases, the COVID19 Response Team met weekly at the start of SP22. The Contact Tracing Team was particularly busy, processing 159 positive cases and significant reported exposures since Jan 1.

New Board Member Orientation

A successful orientation of the new class of board members was conducted on January 11. Materials that were reviewed during the meeting are housed in Govenda's document folder. Committee assignments were discussed and distributed to the ELC.

Donnan Administration Building

Equip completed 80% of the schematic drawings. Hood Construction compiled a contractor estimate (at risk). Preparation of temporary space to accommodate the displacement of Donnan operations continued.

Campus Enhancement Plan

Derck & Edson continued work on the campus enhancement plan. Derck & Edson presented an updated draft of the campus enhancement plan to the committee on Jan 25; a presentation of the plan was given to the SLC on January 27.

Campus Safety & Security

The office began working more directly with CSS, partnering with General Counsel to conduct an assessment of operations.

Greer Operations

Invitations were sent to community members to serve on the newly formed Tim Brashier Campus Advisory Council. TBC sponsored a table for the Greater Greer Chamber of Commerce Annual Celebration on February 8th.

Tigerville Operations

In anticipation of using the space to house UMC, Einstein's was permanently closed.

Quarter 4

COVID-19

The COVID-19 Response Team was decommissioned on May 4 with an appreciation picnic.

Greer Operations Transition

In response to the resignation of Justin Pitts, the structure supporting Greer Operations was modified accordingly: Dr. McDonald began facilitating the work of the Brasier Leadership Team; VPs with personnel located in Greer continued to provide operational support; Vicki Hatchell began reporting to the EVP.

Donnan Administration Building

Interviews began with project management firms; JLL was selected. The GC bid process was finalized. RFPs to ten general contractors went out May 19. Work on interior design and the furniture plan picked up.

Campus Enhancement Plan

The Campus Enhancement Plan was presented to the ELC on April 28, to the Board of Trustees Infrastructure and Operations Committee on May 9, to the Executive Committee at its May 19 meeting, and then prepped to present to the full board on June 23.

Campus Safety & Security

CSS was under the General Counsel's office, with Jill Rayburn providing direct supervisory responsibility of Chief Eigner.

Summer Projects

Summer projects were approved/resourced.

Student Satisfaction Inventory (SSI)

We worked with Dr. Foster to launch and resource the SSI.

ROTC

We engaged with the Furman Battalion leadership in efforts to relocate ROTC to the north side of campus.

Greer Operations

The TBC hosted the Hero's 5K, which included over 275 runners. The first TBAC meeting was held on April 27.

Tigerville Operations

The Fuge 22 contract was executed. The Campus Store began its transition to the General Store.

Provost and Dean of the University Faculty

Dr. Nathan Finn

Quarter 1

Faculty Matters

Faculty Leadership

Newly elected faculty leadership for the 2021-2022 academic year began their service in August 2021. Mike Weaver (Music) served as Faculty Chair and Becky Thompson (English) served as the Faculty Vice Chair. Jan Foster (Biology) began her service as Assistant Provost for Instruction and Assessment and SACSCOC Liaison. Joseph Spears (Sport Management) began his service as Chair of the Department of Sport Management.

New Faculty Hires

We began the 2021-2022 academic year with 153 full-time faculty members. The following faculty members were appointed for the 2021-2022 academic year.

Name	Title
Mark Bjornsen	Assistant Professor of Physical Education / Program Coordinator for Physical Education K-12ation
Terri Elder	Instructor of Education
Gregory Graf	Assistant Professor of Voice / Director of Choral Activities
Brad Gregory	Associate Professor of Psychology
Cailyn Lee	Instructor of Mathematics / Coordinator of the Math Lab
Teresa Lyle	Assistant Professor of Health Science
Caleb Martin	Instructor of Accounting
Lucas Nossaman	Assistant Professor of English
Bess Park	Professor of Theatre Design
Martin Price	Assistant Professor of PA Medicine / Principle Faculty
Nathan Reed	Assistant Professor of Biology
Jesse Rine	Professor of Education / Director of the EdD Program / Special Assistant to the President for Educational Research and Policy

Joshua Scott	Assistant Professor of Theatre Education / Program Coordinator for Theatre Education
Joseph Spears	Professor of Sport Management / Chair of the Department of Sport Management
Dallas Vandiver	Assistant Professor of Christian Studies
Lori Vinson	Associate Professor of Education / Coordinator of Educational Studies (online)

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
Hayley De González	Associate Professor of Art (Aug 1)
Christine Haltiwanger	Associate Professor of Health Science (Aug 1)
Lena Maslennikova	Associate Professor of Business and Leadership (Aug 1)
Andrew Stevens	Associate Professor of Communication (Aug 1)
Jeffrey Williams	Associate Professor of Health Science (Aug 1)

Faculty Events

We began the 2021-2022 academic year with New Faculty Orientation on August 10 and Fall Faculty Workshop on August 11-12.

On August 16, all Tigerville faculty participated in the annual President's Dinner and Link Ceremony, at which time all new students become part of the NGU community. Faculty served as table hosts for the event and prayed with the students at their tables.

On August 13, we held our second annual Convocation service in Turner Chapel to mark the beginning of a new academic year. Dr. Fant's annual convocation address was on the topic of the value of a Christ-centered education in the liberal arts and sciences.

Academic Initiatives

Academic Handbook Revision

The Office of Academic Administration released the 2021-2022 edition of the *Academic Handbook* in August 2021.

Academic Task Forces

The Core Curriculum Task Force and NGU Online Task Force each met regularly and worked on their respective proposals. The Provost also appointed an Honors Task Force, which was co-chaired by Kayla Black (Director of the Honors Scholar Program) and Elizabeth Whitley (Associate Director for Recruiting). Task Force members represent major academic units as well as strategic staff offices on campus. The Task Force began work on a comprehensive recommendation for the revision of the current Honors Scholars Program, including curriculum, organizational structure, recruiting, financial aid, etc. The plan is to implement all revisions for the 2023-2024 academic year.

COVID-19 Response

Four members of the Academic Council served on the COVID-19 Response Team: Linwood Hagin (Senior Associate Provost for Academic Administration), Vlad Sabou (Assistant Provost for Student Success and Retention), Lena Maslennikova (Director of the eLearning Center), and Jordan Hairr (Associate Dean of the School of Allied Health Professions). Erin Campbell (Assistant Director of the Institute for Global Leadership) also represented Academics. The Provost also participated in meetings on an as-needed basis. Every academic protocol was recommended by the Office of Academic Administration, vetted by the COVID-19 Response Team, and received final approval from the Senior Leadership Council.

Quarter 2

Faculty Matters

Faculty Events

On September 16, we hosted our annual Constitution Day Lecture in Moore Hall. The speaker was Dr. Carl Richard, who teaches at the University of Louisiana-Lafayette. His topic was the role the Greek classics played in the classical education received by most of the Founding Fathers.

On September 28, Dr. Hiewon Shin delivered the bi-annual Faculty Lecture in Hamlin Hall. Dr. Shin serves as Associate Professor of English at NGU. She discussed the influence of Shakespeare's *Hamlet* in popular Korean films.

New Faculty Searches

The Senior Leadership Council began approving new faculty searches in November 2021. Ultimately, 17 searches would be approved, with 11 positions filled between January 2022 and August 2022.

Accreditation

The University submitted its formal response to the spring 2021 virtual on-site visit to SACSCOC in July 2021. All four recommendations were addressed. None of the recommendations related to core functions of the University.

Quarter 3

Commencement

Fall commencement was held on December 15, 2021. We graduated 202 students from the University, including 113 undergrads and 89 graduate students. Of the 89 graduate students, 33 were in PA Medicine. The commencement address was delivered by Alex Sands, who pastors Kingdom Life Church in Simpsonville. The University also conferred an honorary Doctor of Divinity to Dr. Sands for his denominational leadership. Dr. Sands is the immediate past president of the South Carolina Baptist Convention. His wife, Shana, has served as an officer of the University’s Board of Trustees.

Faculty Matters

New Faculty Hires

We began the Spring 2022 semester with 151 full-time faculty members. The following new faculty members were hired during this quarter.

Name	Title
Georges Chreifi	Assistant Professor of Biology
Nigel Basta	Professor of Cybersecurity and Computer Science / Program Coordinator for Cybersecurity / Director of the Center for Cybersecurity

Other Academic Hires

In January 2022, Dr. Brad Gregory was appointed Coordinator for Student Accessibility and ADA Services. Dr. Gregory continued to serve as a faculty member in the Department of Psychology, though he shifted from instructional faculty to administrative faculty.

In January 2022, Mary Mahan was appointed as Testing Center Coordinator in the Center for Student Success.

In February 2022, Amy Ouellette was appointed as the Health Careers Coordinator. This was a new position created to better serve students preparing for careers in medical and health-related fields.

Academic Initiatives

Core Curriculum Revision

The Core Curriculum Task Force submitted their final proposal in December 2022, following input from the Executive Leadership Council and Council of Deans. The Task Force was unanimous in their recommendation. The proposal was approved by the Undergraduate Curriculum Committee by a 94% vote in December. It was then approved by an 84% vote of the University Faculty in January and was approved unanimously by the Board of Trustees in February. The approved Core Curriculum is included below. It will be implemented for the 2023-2024 academic year.

<i>Mandatory Core (65%)</i>	<i>28 Hrs.</i>
<i>Engaging the Biblical Narrative</i>	<i>3</i>
<i>Integrating a Biblical Worldview</i>	<i>3</i>
<i>Interpreting the Biblical Text</i>	<i>2</i>
<i>Composition and Rhetoric</i>	<i>3</i>
<i>Composition and Literature</i>	<i>3</i>
<i>Western Civilization in a Global Context since 1517</i>	<i>3</i>
<i>Scientific Inquiry in Living World</i>	<i>3</i>
<i>Scientific Inquiry in Physical World</i>	<i>4</i>
<i>General Psychology</i>	<i>3</i>
<i>FYE</i>	<i>1</i>
<i>Computer Tech for Success</i>	<i>0 (P/F)</i>
<i>Elective Distribution Core (35%)</i>	<i>15 Hrs.</i>
<i>Communication (choose 1)</i> <i>(Interpersonal, Small Group, or Oral)</i>	<i>3</i>
<i>Literature (choose 1)</i> <i>(Am Lit I, Am Lit II, Brit Lit I, Brit Lit II, Multicultural Lit, or ENGL 2390 Special Topics)</i>	<i>3</i>
<i>Fine Arts Appreciation (choose 1)</i> <i>(Music, Art, Theatre, or Film)</i>	<i>3</i>
<i>Civic Awareness: (choose 1)</i> <ul style="list-style-type: none"> • <i>American National Government OR</i> • <i>U.S. History to 1865 OR</i> • <i>U.S. History since 1865</i> 	<i>3</i>
<i>Math: Any 1000-level math course</i> <i>1310 or higher.*</i> <i>*See course catalog for the specific Math course required for your major.</i>	<i>3</i>
<i>TOTAL</i>	<i>43 Hrs.</i>

Academic Task Forces

The NGU Online Task Force and Honors Task Force continued to meet and work on their respective proposals.

Partnership

The College of Christian Studies began a partnership with The Entrust Institute at Rocky Creek Baptist Church in Greenville. Through the partnership, students may enroll at the University through The Entrust Institute and earn credit toward their Master of Christian Ministry or Master of Divinity.

Accreditation

The University received decennial reaffirmation from SACSCOC in December 2021. We received one monitoring report, which was related to assessment of outcomes in Campus Ministry and Student Engagement. That monitoring report is due to SACSCOC in September 2022.

In January 2022, a substantive change committee from SACSCOC visited the campus of the Impact 360 Institute to assess the MA in Leadership that the University offers in partnership with Impact 360. The visit went well, resulting in four minor recommendations. A report was submitted to SACSCOC in June 2022 to demonstrate implementation of the recommendations.

On February 23-24, 2022, the University hosted the chair of our SACSCOC virtual on-site committee for a follow-up visit related to our decennial reaffirmation. The Department of Education mandated follow-up visits for all institutions that hosted virtual on-site visits due in 2021-2022 due to COVID-19.

Academic Programs

In November 2021, the University Faculty affirmed the deactivation of the BS in Outdoor Leadership (ODEL) and related teach-out plan. This was part of a strategic pivot away from a bachelor's degree in this field, instead offering ODEL concentrations within the Interdisciplinary Studies program and an ODEL minor. The Board of Trustees approved the deactivation and teach-out plan in February 2022 and the decision was communicated to SACSCOC.

In February 2020, the University Faculty affirmed the deactivation of the BA in International Business as part of major curricular revisions within the College of Business and Entrepreneurship. International Business became a track within the new BBA in Management. At the time, this decision was not communicated to the Trustees, which was an oversight. The Board of Trustees approved the deactivation and teach-out plan in February 2022 and the decision was communicated to SACSCOC.

Quarter 4

Commencement

Spring commencement was held on April 29, 2022. We graduated 325 students from the University, including 294 undergrads and 31 graduate students. The commencement address was delivered by Dan Adams, co-founder of The Capital Corporation in Greenville and son of the late NGU alumnus Rev. William Carey “Bill” Adams (‘57) and the late Shirley Adams. On the Tigerville Campus, the Adams Family Lobby in the Craft-Hemphill Building is named for the parents.

Faculty Matters

Faculty Retirement

Linwood Hagin retired as Senior Associate Provost for Academic Administration and Professor of Communication. He continues to serve as Special Assistant to the Provost.

New Faculty Hires

Name	Title
Sam Keith	Assistant Professor of Outdoor Leadership / Coordinator for Outdoor Leadership / Director of the Center for Outdoor Leadership
Leah Player	Lab Coordinator / Chemical Safety Officer / Lab Instructor

Faculty Recognitions

Christina Eddy was the University’s recipient of the SCICU Teacher of the Year Award. Dr. Eddy serves as Professor of Biology. She was awarded a framed certificate as well as a \$3000 stipend from SCICU for faculty development.

Dr. Eddy was also the faculty recipient of the annual Lamar Chapman Distinguished Service Award. The staff recipient was Tim Patterson, who serves as Director of Network and Desktop Services.

Rachel Roberts was selected as a National Endowment for the Humanities (NEH) Summer Scholar. Dr. Roberts subsequently participated in a four-week seminar entitled “Printing and the Book During the Reformation” that was held at The Ohio State University.

Academic Initiatives

Academic Task Forces

The NGU Online Task Force and Honors Task Force continued to meet and work on their respective proposals.

Core Curriculum

Academic departments began working on curricular revisions related to the implementation of the core curriculum for the 2023-2024 academic year.

Academic Programs

Combination Degrees

The Graduate Council approved combination degrees for the MACM and MDiv in the College of Christian Studies (COCS). Students who major in the COCS in either traditional or non-traditional (online) programs can earn both their undergraduate and graduate degrees in as few as five years.

Doctor of Ministry Revision

The University Faculty approved revisions to the Doctor of Ministry (DMin) program. The most significant revision was the creation of four tracks within the DMin: Great Commission Studies; Biblical Preaching; Christian Leadership; Christian Ministry. A letter of notification was sent to SACSCOC.

Doctor of Education Revision

The University Faculty approved revisions to the Doctor of Education (EdD) program. The most significant revision is the creation of four doctoral-level certificates that can be “stackable” credentials that are transferrable into the EdD: Educational Research; Educational Leadership; K-12 Administration; Higher Education Administration. A letter of notification was sent to SACSCOC.

School of Communication Revisions

The University Faculty approved a restructuring of the undergraduate degrees in the School of Communication. The restructuring aligned the University’s Communication programs with best practices in the academic discipline and updated offerings to align with current trends in the field. The most significant revision was condensing from the four current majors to two new majors: Digital Media and Strategic Communication. Each new major included a variety of concentrations that will enable to students to gain more focused expertise. The four current majors would be deactivated and taught out during a transition period. The Board approved the deactivation and teach-out plan and a substantive change request was submitted to SACSCOC.

Accreditation

On May 19-20, 2022, the University hosted a virtual site visit from ARC-PA. The visit was in response to the PA Medicine program being placed on probation in October 2020. A final decision about the program’s decennial accreditation status will be made by ARC-PA in October 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 fiscal year 2022.

Quarter 1

Finance

Financial reporting – Additional development was done to enable more timely and detailed reporting of financial information. The underlying reporting tool takes information from the general ledger and uses a hierarchy of codes to provide valuable summary financial statements and reports as well as the ability to drill down and investigate line-item details. This capability is used to generate monthly reports and the corresponding analysis.

Budget – As the year began, small adjustments based on departmental requests were made to the current budget. Towards the end of the quarter, work began on the FY23 budget. The initial work focused on forecasting and budgeting of various revenue sources. In addition, the Jenzabar worksheets and the corresponding hierarchical structure was refined and confirmed.

Credit card processing – A meeting was held with Advancement to evaluate the University's approach to implementing CashNet. In particular, the proper use of "storefronts" to enable online contributions was evaluated and modified. The business office also discussed the multiple payment gateways that were in use at the time. Long-term, the goal is to move all payment processing to CashNet and eliminate the need to maintain and manage multiple payment platforms.

HEERF – In the first quarter of the fiscal year, over \$1.1MM of institutional HEERF funds were drawn. To help ensure the strategic use of these funds, an assessment of HEERF requests was conducted with IT, CES and Athletics. The Business Office established the practice of using Jenzabar's catalog number field to track and report the use of institutional HEERF funds. Information from the University's audit firm confirmed that efforts that were taken to document the uses of HEERF were considered best practice. The required quarterly reporting of HEERF uses was completed and posted on July 9, 2022.

Property & Liability Insurance – Selective Insurance was on site the week of June 3rd to inspect the campus and offer suggestions to mitigate losses. Both CES and the General Counsel participated in this meeting. Subsequently, Selective provided several suggestions, including the addition of certain early fire detection systems. Evaluation of the suggestions was ongoing at the end of the first quarter. Also in the first quarter, the outstanding insurance claim for fire damage to the library elevator was settled. This claim had been outstanding for nearly a year.

Accounting

Audit – During the week of June 21 CapinCrouse conducted the first of two audit-related site visits for the audit year ending May 31, 2021. The final site visit occurred during the last week of July. Throughout the first quarter, the Business Office and Student Services responded to information requested by the auditor, including detailed request related to the use of HEERF funds. CapinCrouse indicated that the initial draft of the audit would be completed during the first week of September.

Tax – The business office received a notice from the Internal Revenue Service of a proposed penalty of more than \$40,000 for missing TINs on some of the 2019 Forms 1098-T filed by the University. While the IRS correctly stated that TINs were omitted from many Forms 1098-T, the Business Office took the position that there were extenuating circumstances that warranted a reduction or waiving of the penalty. For instance, many of the related forms were for dual enrollment students and a Form 1098-T was not required. A draft response to the IRS was prepared and provided to both the University's tax accountant and legal counsel for review. The formal response was sent in the second quarter of the fiscal year.

Endowments – Efforts continued on the project to track and report endowment gifts, returns and awards. In addition to having a more robust and complete understanding of the endowment accounts, this effort supports the Advancement and Financial Aid goals of being able to report on each endowment and specifically award each endowment. In a joint effort with Advancement and Student Services the process was tested and modifications were made. As an outgrowth of the effort to track endowments, the Business Office examined revising the approach to accounting for temporarily restricted gifts. The new approach will facilitate better tracking of the purposes and use of these funds.

Human Resources

Handbook – The employee handbook was revised and an initial draft was provided to the SLC for review. Revisions included omitting redundant and irrelevant materials, updating certain language to be consistent with the University's current standards, and modifying certain policies related to benefits.

Medical Benefits – The Business Office began evaluating health insurance options for the next benefits year. (The benefits year runs April 1 to March 30.) Greg Moman, the University's broker, provided a wealth of information on employee claims, as well as some ideas to consider for next year.

Other

New Programs – Two new academic programs were reviewed, middle level math education and secondary biology. Pro forma financials were drafted for each program and feedback was provided. Subsequently, consideration was given to a revised structure for new program evaluation.

Quarter 2

Finance

Budget – The FY23 budgeting effort began by focusing on factors that determine top line revenue. This included consideration of recommended tuition and fee rates for the 2022-23 year. To arrive at these rates, the Business Office researched the published tuition rates of peer and aspirational institutions. In addition, input regarding anticipated rate changes at these and other institutions was considered. The proposed rates and fees were presented to the Finance Committee for initial consent and then brought before the full Board for approval.

Initial revenue estimates for FY23 called for roughly the same tuition and fee revenue as FY22. However, the FY22 budgeted income included nearly \$3MM in HEERF funds that will not be repeated in FY23.

Each Jenzabar budget worksheet was reviewed to confirm that it corresponded with departmental structures and approvals. These worksheets, which are used by budget managers to request funds for operating expenses, were made available after fall break. All the input for operational expenses was compiled in mid-November. To budget employee compensation, all ELC members were provided with detailed Excel worksheets. (At the time the FY23 budget was being prepared the University was using Paychex as its payroll provider. With the spring 2022 transition to Paycom, the Business Office will be exploring better ways to manage compensation budgeting.)

Credit Cards – The Business Office evaluated credit card offerings to replace the current Bank of America cards. The goal was to improve the reporting capabilities and take advantage of cash incentives. The Center card program was selected based on its advanced, real-time reporting capabilities and the ability to receive cash back. The new program was rolled out in December 2021. To mitigate any issues, the old Bank of America card program was left in place through the first calendar quarter of 2022.

Cash Balances - At the request of the Finance Committee, an effort was undertaken to assess the safety of our cash balances in excess of FDIC insurance limits. Bank ratings, similar to the FED's CAMELS rating were obtained from Weiss Ratings. (CAMELS ratings are not made available to the public.) Our banking partners have solid ratings. In addition, the University has methods in place with each of its banking partners to minimize the risk of loss of cash.

HEERF – The Uniform Guidance audit (the part of the annual financial audit dealing with federal grants) placed attention on HEERF. Leadership was reminded that various procedures must be followed when spending funds from these grants. To meet these requirements, a revised procurement policy was adopted. One of the primary differences is the requirement to obtain two or more bids for items costing over \$10,000. As to the actual use of HEERF funds, with the accounting for FUGE camps finalized, the Business Office was able to calculate lost revenue. Similarly, once fall enrollment numbers were known lost revenues for fall tuition, room and board were calculated.

Property & Liability Insurance – The University’s evaluation of additional early fire detection systems continued. Selective Insurance made additional recommendations that included the addition of certain guard rails to prevent falls. CES investigated pricing for these systems.

Joyful Sound was involved in a minor traffic accident on September 19. The other motorist was found at fault by the responding police. There were no injuries, only minor damage to the vehicle.

Accounting

Audit – The second quarter of the fiscal year included may audit events. Ian Ferguson, the lead audit manager from CapinCrouse, resigned and Taborah Miley, the audit partner, became the lead for the audit. Mr. Ferguson’s departure presented challenges for CapinCrouse and caused some rework on their part. While the University was well prepared and provided everything needed for a timely audit, CapinCrouse’s rework and lack of adequate staffing delayed the final audit until shortly after the October Board meeting. A draft that was for all intents and purpose the same as the final audit was available for the Board meeting.

Tax – Early in the second quarter, a letter was sent to the IRS stating the university’s reasons for disagreeing with a proposed penalty related to the 2019 Forms 1098-T and asking for a full abatement of the penalty. After two months the IRS responded, stating that they had removed the full amount of the \$43,200 penalty.

With the financial audit nearly complete, preparation of the Form 990 began. This put the effort roughly three months ahead of the prior year.

Endowment – Efforts to implement the new endowment tracking and reporting process continued. The Business Office and Advancement verified the corpus amounts of each endowment. A beta test of awarding, tracking and reporting process was conducted using a current student. This led to additional improvements to donor reports.

Human Resources

Handbook – Initial SLC feedback was incorporated into the revised employee handbook. Final modifications included an update to the nepotism policy.

Payroll – Human Resources and payroll evaluated payroll vendors. Once the list of candidates was narrowed, IT participated in demonstrations and evaluated the possibility and effort required to integrate each vendor’s software with the current university platform, including interfacing with Jenzabar. The evaluation resulted in the decision to transition payroll services from Paychex to Paycom. Given the scope of the effort, the go live date was set for April 1, 2022.

Personnel Change – Pat Forrester resigned to move to Columbia and Laura Stinson was hired to fill the role of receptionist.

COVID – OSHA issued an Emergency Temporary Standard related to COVID vaccination and testing protocols for employers with over 100 employees. HR closely monitored the situation, including legal challenges, leading up to the proposed implementation date. With the potential for a short timeline to implement the ETS, HR prepared draft policies and procedures for compliance.

Other

Real Estate – The tenant of the 227 Cedar Spring, Spartanburg property asked to renegotiate the lease. The daycare business had not done well during COVID, and the tenant was looking for significant accommodations. As part of the process, a site visit was made to the property. The building was found to need significant maintenance and renovation.

The 700 Pleasantburg property was sold at the end of October.

Policy – Drafting of a new course fee policy began. The policy is aimed at setting proper fees and using fee proceeds appropriately.

NCAA Report – Accounting assisted Athletics with financial information needed for the NCAA report.

Quarter 3

Finance

Budget – All Jenzabar budget worksheets were submitted and final refinement of the revenue portion of the budget was done. Subsequently, ELC members were asked to identify potential cost reductions that were then included in the budget.

Credit Cards – The new Center credit card program was rolled out. The implementation required an extensive effort to map the University's chart of accounts to the card system. The result is a card program with extremely robust real-time reporting and approval capabilities. To make the most of this, the Business Office increased the frequency of posting of credit card expenses from monthly to weekly. Thus, with the new system, no more than a week need elapse from the time a charge is made to when it is reflected in the general ledger. This is a large improvement over the prior process, where charges could take as long as 5 weeks to be posted.

Property & Liability Insurance – An unusually powerful and long-lasting windstorm brought down a large tree that damaged a neighbor's barn. The damage was significant, but less than the University's deductible. An agreement was reached with the owner of the barn for the University to repair the damage.

Accounting

Tax – The Business Office worked closely with CapinCrouse to complete our annual Form 990. A draft of this informational filing was completed in January, allowing ample time to

review and revise. The final version was presented at the February Board meeting and filed long before the April 15 deadline.

Human Resources

Handbook – Early in the quarter, the ELC did a first and second reading of the revised employee handbook. As a result of the first reading, several minor edits and clarifications were made:

- Clarification of the classes of employees was made
- A comment on DOL definitions of exempt and non-exempt employees was addressed
- Additional language on the taxability of tuition remission / assistance was included
- Mention was added that the vision benefits are included in the medical insurance plan
- It was clarified that dental insurance is provided at the employee's expense
- A reference to the Title IX policy was added

Payroll – The Business Office and IT worked with Paycom in anticipation of an April 1, 2022 go live date for the new payroll system. The schedule included training on March 14 and 15. Hourly employees began to clock in with the new system on March 19.

COVID – As the quarter began, HR continued to monitor the activity surrounding OSHA's Emergency Temporary Standard related to COVID vaccination and testing protocols for employers with over 100 employees. Ultimately the ETS did not take effect.

Quarter 4

Finance

Budget – Work on the FY23 budget continued throughout much of the final quarter of the year. The effort included a review of each area's personnel budgets and line-item comparisons to both the prior year budget and year-to-date expenditures.

The FY22 budget was enhanced by allocating graduate assistant and student worker expenses to the departments in which these students work. Currently, these expenses are all recorded and reported under financial aid. Allocating these expenses to the correct departments will provide insights on the true cost of various operations.

The budget for FY23 was approved by the Executive Committee on May 19 and shortly thereafter it was loaded into Jenzabar. The Board of Trustees approved the budget at its June meeting.

Forecast – At the beginning of the quarter, a year-end forecast was done. The forecast provided pro-forma financial statements for the fiscal year end and enabled certain actions to be taken to manage year-end results.

To assist in formulating and evaluating strategic and financial decisions, efforts to develop a 5-year forecast were undertaken. The model will reflect projected student population, cash flow, capital expenditures, contribution income and more. Development of the model will continue into the next fiscal year.

Line of Credit – In February, management received Board approval to pursue a line of credit for the Donnan / COBE project. The Business Office had preliminary conversations with various banks. This led to soliciting term sheets from three banks that could provide the desired credit facility. Both Ameris and Synovus were quick to provide term sheets that were favorable and consistent with the desired approach. Truist also provide a term sheet, but it came in late and was less favorable. The term sheets were presented to the Finance Committee on April 18 and shortly thereafter the Executive Committee. A decision was made to move forward with Ameris. At its June meeting, the full board approved and gave authority to management to secure the credit facility with Ameris.

Credit Cards – After a few months of experience and refinement, the Center credit card implementation was completed. The real-time nature of the reporting and expense submittal is a solid improvement over the capabilities of our prior card. This timely aspect of the program also extended to resolving cardholder issues. To take full advantage of the cash back incentive, the business office started working with vendors to have recurring payments processed through the card account.

HEERF – After calculating lost revenue and all related expenditures, it was determined that the University had used its full allocation of its institutional HEERF funds. The final draw was not made until early June to allow time to finalize the related support documentation. As a contingency, additional HEERF eligible expenses continue to be recorded and will be applied should an audit disallow any reported expenses. The 2021 annual HEERF report was completed in early May. Final quarterly and annual reporting obligations will be submitted in July and in early 2023, respectively.

Employee Retention Tax Credits – The ERC credits are one of the stimulus programs that was provided for in the CARES Act and subsequent legislation. These credits have little to do with having retained employees throughout the pandemic, but rather are associated with declines in gross revenues and / or changes in operations made to comply with COVID-related governmental orders. Over the last year and a half, the information and guidance surrounding these tax credits has evolved. After holding preliminary discussions with several accounting firms, the Business Office is moving forward with the assistance of CapinCrouse. It was determined that this approach will minimize audit risk, while maximizing what can be validly claimed. The actual work of gathering information and submitting for the credit will be done in the early part of the next fiscal year.

Property & Liability Insurance – The annual renewal of property and casualty insurance occurred on March 9. All policies were renewed with Selective. There were few changes in policy terms. However, rates increased because of increases in replacement costs and an increasingly conservative approach the insurance industry is taking towards higher education.

Accounting

Audit – Work on the annual financial audit began in May, prior to the year-end closing of the books. Initial field work is scheduled for late June with final field work taking place in September.

Tax – The 2021 Form 990 was filed early in the quarter, with both the IRS and the state of South Carolina.

Human Resources

Handbook – A revised employee handbook was rolled out. Even though there were significant changes, there were few questions. The most common point requiring clarification was the change in vacation accrual method. As in past years, all accrued vacation was deposited into employee accounts on June 1. Thereafter, vacation accrual was switched to monthly. This approach will improve time-off benefits for new employees and more fairly treat employees when they terminate their employment.

Payroll – Payroll was transitioned to Paycom. Paycom provides a broad set of tools for both management and employees. As the University's use of Paycom matures, features such as organization charts, enhanced recruiting and onboarding features, incorporation of performance evaluations, training, etc. will be used to improve business processes.

The implementation went well and included technical integration with IT and a significant change management effort that was directed by HR. The one issue that surfaced across all payrolls, and predominantly with the monthly payroll, was the importance of sequence of events. Because the University issues monthly paychecks prior to the end of the month, there were instances where employees continued to make timecard entries while the payroll team was working to validate the payroll submittal.

Paying before the end of the pay period creates several complications. To improve the payroll process, HR will be transitioning monthly payroll to the 8th of the subsequent month, about 13 days later than it is currently processed. The change was announced in early June with an effective timeline that has the February 25, 2023 deposit being made on March 8.

Medical Insurance – The deadline to make benefits elections for the year starting April 1 was March 15. Meetings were held with employees to review medical insurance and other benefits choices for the upcoming year.

Employee Contracts – In preparation for a new year, certain employment contracts with coaches and ELC members were updated.

Cellular Services – In conjunction with IT, HR worked to develop a written policy regarding cellular devices. As the first step towards improving University practices in this area, all employees that had personal cellular devices on the University's account were asked to pay for those services through payroll deduction.

Other

Real Estate – After many years of renting the University’s facility at 227 Cedar Springs in Spartanburg to a daycare operator, the University listed it for sale. There was strong initial interest and in early May negotiations were underway with a perspective buyer. Ultimately, based on the results of the inspection, the perspective buyer withdrew from the deal. Subsequent efforts to find a buyer look promising.

The recently donated parking lot in Liberty is being actively marketed and has drawn some interest.

The dozen University owned lots in the Cliffs communities have been marketed with little interest. The Business Office did explore an offer from a single buyer to acquire all Cliffs properties, but the offer was well below both book and market values.

Responding to a solicitation, the University expressed its interest in marketing rooftop leases for locating 5G antenna. As of year-end a list of potential sites was developed. The current commitment is only a willingness to market the various rooftops and not a commitment for the actual placement of towers on campus.

Director of Athletics

Ms. Jan McDonald

Quarter 1

COVID-19 protocols continued as to insure safety standards for student-athletes. NCAA and conference guidelines were followed as well as university protocols. COVID testing was required for all in-season athletes before their initial practice began along with weekly surveillance testing.

Fall athletic teams reported to campus for preseason practice in preparation for their fall seasons.

Conference Carolinas and Gulf South Conference developed full schedules for all fall athletic teams.

Hayes Gym renovations completed: gym ceiling and walls painted, gym floor refinished, toilets replaced in all restrooms, and new heat and AC unit installed.

Younts Fitness Center renovations completed: new weight and cardio equipment installed, new floor, and walls painted with new graphics.

Quarter 2

Total number of student-athletes for Fall 2021- 594

Fall 2021 athletic teams average GPA 3.01.

Athletic events began as scheduled.

COVID protocols were followed with masking required at indoor facilities per Conference Carolinas.

Weekly surveillance testing continued for athletes.

NCAA and conference requirements and guidelines were followed for COVID testing of athletes.

Campus Recreation/Intramurals programs began as scheduled.

Softball bleachers installed.

Men's Cross Country

- Finished 5th in the Conference Carolinas Championship meet.
- Finished 15th in the NCAA Regional meet.
- Team named as an All-Academic team by the United States Track Field & Cross Country Coaches Association.

Women's Cross Country

- Finished 7th in the Conference Carolinas Championship meet.

- Finished 19th in the NCAA Regional meet.
- Team named as an All-Academic team by the United States Track Field & Cross Country Coaches Association.

Men's Soccer

- Finished 6th in the Conference Carolinas regular season with a record of 4-5-2 and overall record of 8-7-3.

Women's soccer

- Finished 3rd in the Conference Carolinas regular season with a record of 9-1-2 and overall record of 11-4-5.
- Conference Carolinas selected the following players to the All Conference Team: 1st team Ansley Robinson; 2nd team Romee Contreas, Jaith Knoedler; 3rd team Natalie Johnson, Megan Biel, Lizzy Luzzi.

Women's Volleyball

- Won the Conference Carolinas West Division regular season Championship with a record of 14-4 and 21-9 overall.
- Finished runner up in the Conference Carolinas Tournament Championship.
- Conference Carolinas selected the following players to the All Conference team: 1st team Abigail Durham; 2nd team Paige Beisecker; 3rd team Whitley Kahler.
- Conference Carolinas selected Abigail Durham as the Offensive Player of the Year.
- Whitley Kahler received the Conference Carolinas Elite 23 Award.
- Abigail Durham was named to the Southeast All Region Team.
- Team received the American Volleyball Coaches Association All-Academic Team honors.

Football

- Finished with a 2-5 record in the Gulf South Conference and 5-6 overall record.
- The Gulf South Conference selected the following players to the All Conference team: Myles Prosser, Nick Jones, Dre' Williams and Aaron Watson.
- The Gulf South Conference selected De'lveon Donald as the Defensive Freshman of the Year.

Quarter 3

Total number of student-athletes for Spring 2022- 534

COVID protocols reduced with masks recommended at indoor events.

COVID surveillance testing continued.

Men's Basketball

- Finished with a 4-20 record in Conference Carolinas and 6-21 overall record.

- Received the Conference Carolinas Sportsmanship Award.

Women's Basketball

- Finished with an 8-15 record in Conference Carolinas and 8-29 overall record.

Men's Indoor Track

- Finished 3rd in the Conference Carolinas Championship.
- First place finishers in their events: CJ McFerrin, Adrian McGee and the relay team of Marcus Thomason, Gray MacIntyre, Antavious Lawton and CJ McFerrin.
- Third place finishers in their events: Antavious Lawton and Victor Shelhamer.
- Adrian McGee and CJ McFerrin were named to the Southeast All Region Team.

Women's Indoor Track

- Finished 7th in the Conference Carolinas Championship.
- First place finisher in her event: Hannah Hill.
- Second place finisher in her event: Olivia Huskey.
- Third place finisher were the relay team of Carleigh Vaughn, Briley Arnold, Joann Smiling and Hannah Hill.
- Hannah Hill and Olivia Huskey were named to the Southeast All Region Team.

Quarter 4

NGU received the Conference Carolinas Body, Mind, Soul award which combined points for final team standings, academic graduation rates, and sportsmanship awards.

NGU finished 4th overall in the Conference Carolinas Hawn Cup standings. The Hawn Cup standings are based on the finish of each conference sport.

NGU hosted the NCAA Southeast Super Regional Baseball Tournament.

The Athletic Hall of Fame inducted the following: Nishawn Hughes men's basketball; Karly Stache women's basketball; Adam Taylor baseball and Derek Fulmer baseball.

A softball reunion was held for all players from the first NGU team in 1984-85 through the present.

A reunion was held for the NGU 2010 Baseball National Christian College Athletic Association National Championship team.

Spring 2022 athletic teams average GPA 3.06

Men's Volleyball

- Won the Conference Carolinas Regular Season Championship with a record of 12-2 and overall record of 18-5.
- Won the Conference Carolinas Tournament Championship.
- Advanced to the NCAA National Men's Volleyball Championship held at UCLA's Pauly Pavilion.

- Defeated Princeton University in the opening round. Lost to the University of Hawaii in the second round. NGU made history as the first team in Conference Carolinas to get a win in the NCAA Volleyball Tournament.
- Conference Carolinas selected the following players to the All Conference Team: 2nd team Sergio Carrillo, Michael dela Cruz, Diego Rosich; 3rd team Christian Phung and Gregory Torres.
- Conference Carolinas selected Michael dela Cruz Freshman of the Year.

Men's Lacrosse

- Finished with a 4-2 record in Conference Carolinas and 9-9 overall record.
- Conference Carolinas selected Hayden Moffat Freshman of the Year.
- Conference Carolinas selected the following players to the All Conference Team: 1st team Thomas Cecere, Britton Weems; 2nd team Hayden Moffat, Alex Brooks and Cam Webb.

Women's Lacrosse

- Finished with a 6-3 record in Conference Carolinas and 9-10 overall record.
- Kaitlin O'Brian received the Conference Elite 23 award.
- Conference Carolinas selected the following players to the All Conference Team: 1st team Danielle LaPlume; 2nd team Dani O'Meara, Kylie Keen; 3rd team Emma Mayew.
- Received the Conference Carolinas Sportsmanship Award.

Men's Golf

- Finished sixth in the Conference Carolinas Tournament.
- Conference Carolinas selected Zachary McDermid 3rd team All Conference.
- Received the Conference Carolinas Sportsmanship Award.

Women's Golf

- Finished fifth in the Conference Carolinas Tournament.
- Conference Carolinas selected Parker Stalvey 3rd team All Conference.
- Received the Conference Carolinas Sportsmanship Award.

Men's Tennis

- Finished with a 4-6 record in Conference Carolinas and 4-12 overall record.

Women's Tennis

- Finished with a 3-8 record in Conference Carolinas and 3-13 overall record.
- Conference Carolinas selected Larissa Berger to the All Conference Team.
- Conference Carolinas selected Larissa Berger as the Women's Tennis Scholar Athlete of the Year.
- Received the Conference Sportsmanship Award.

Men's Track

- Finished 3rd in the Conference Carolinas Championship meet.
- Jacob Holcombe and Marcus Thomason finished first in their events.
- Conference Carolinas selected Jacob Holcombe, CJ McFerrin, Marcus Thomason, Gray McIntyre, Antavious Lawton, Royal Foster, Damon Worley and relay team of Marcus Thomason, Gray McIntyre, Antavious Lawton and Jordan Meekins to the All Conference Team.

Women's Track

- Finished 9th in the Conference Carolinas Championship meet.
- Conference Carolinas selected the relay team of JoAnn Smiling, Carleigh Vaughn, Melanie Irizarry and Hannah Hill to the All Conference Team.

Softball

- Finished with a 12-12 record in Conference Carolinas and a 21-30 record overall.
- Conference Carolinas selected Brianna McRae, Claire Gilmore and Jenna Hewes to the All Conference Team.

Baseball

- Won the NCAA Division II National Championship with a 5-3 victory over Point Loma. The tournament was held in Cary, NC. NGU won 4 games with no losses in the tournament.
- Won the Southeast Super Regional Tournament with a 13-3 victory over Columbus St. NGU hosted the tournament.
- Won the Conference Carolinas regular season championship with 25-5 record and a 54-10 overall record.
- Won the Conference Carolinas tournament championship with a 7-6 victory over Mt. Olive. The Tournament was held in Wilson, NC. NGU won 4 games with no losses in the tournament. This was their 4th straight and 5th overall Conference Carolinas Championship.
- Landon Powell received the following honors: NCAA Division II National Coach of the Year; Southeast Region Coach of the Year; and Conference Carolinas Coach of the Year.
- Conference Carolinas selected Reece Fields as the Male Athlete of the Year.
- Conference Carolinas selected Marek Chlup as the Conference Player of the Year.
- Conference Carolinas selected Reece Fields as the Conference Pitcher of the Year.
- Conference Carolinas selected the following players to the All Conference team: 1st team John Michael Faile, Marek Chlup, Reece Fields; 2nd team Cory Bivins, Josh Senter, Pat Monteith.
- Conference Carolinas selected the following players to the All Defensive Team: Jordon Holladay, Jax Cash and Josh Senter. John Michael Faile was named 1st Team All American and Marek Chlup was named 2nd Team All American.

Senior Campus Pastor

Dr. Steve Crouse

Quarter 1

Senior Campus Pastor (SCP)

The SCP continued to meet weekly with each member of the ELC to discuss spiritual formation, their NGU teams, their family needs, and prayer.

The SCP reached out to new university hires when their NGU email account was activated to welcome them to the university family and to encourage spiritual formation as part of the onboarding process.

The SCP continued to meet with faculty, staff, and students who are facing crises or dealing with spiritual issues.

The SCP represented NGU at the Southern Baptist Convention (SBC) annual meeting in Nashville, TN, June 13-16, 2021. Approximately 20,000 people attended the convention, the largest gathering in many years. Many friends, alumni, and inquirers spent time with our team at the NGU Exhibit. The alumni event at the Nashville Aquarium was well attended, and all enjoyed the event. The highlight of the alumni event was the posthumous presentation of the Ken and Paula Hemphill Lifetime Service Award to Dr. Walter Braishier through his grandson, Wes Braisher.

The SCP continued to reach out to friends and retired employees to help them stay connected during this time of social distancing due to Covid-19 through texts, Facebook messages, emails, visits, and phone calls.

The SCP encouraged everyone to make time with God in prayer and Bible study a top priority. The practice of these spiritual disciplines offers strength, encouragement, comfort, direction, guidance, and joy to our lives regularly, but particularly amid the pandemic.

Spiritual Formation

The SCP explored spiritual formation workshops to offer during the 2021-2022 school year. The administration followed the spread and trends of Covid 19 carefully, requiring safety precautions.

The SCP assessed ways to encourage greater involvement in the spiritual formation workshops. Due to class schedules, finding the time most faculty can attend is challenging.

Spiritual Formation for the year with Joyful Sound began on August 9, 2021.

The SCP worked to develop a strategic response for the NGU 2025. Included in this strategy are:

- An annual challenge to faculty and staff to read at least one spiritual formation book.

- Annual spiritual formation workshops designed to encourage spiritual growth among faculty and staff to keep a finger on the pulse of the spiritual development of NGU employees.
- The SCP meets with members of the ELC and other university leaders annually for conversations about spiritual formation and the spiritual needs in their respective areas.
- The employee and student spiritual formation surveys are administered annually every fall to keep a finger on the pulse of spiritual formation on campus.

The SCP meets weekly with members of the ELC for conversation and prayer.

The university family will be encouraged to grow in biblical literacy.

Biblical content will be emphasized in the faculty and staff email devotions.

Biblical content will focus on all spiritual formation workshops and other spiritual formation emphases.

Each fall, the university family will read through the Bible publicly.

Bible study groups for students, faculty, and staff are being implemented and evaluated.

University constituents are intentionally encouraged to participate in biblically faithful local churches.

Faculty, staff, administration, and students are expected to attend the twice-weekly university chapel services where the Scriptures are proclaimed.

The SCP is exploring ways to encourage more prayer support in these challenging days of cultural upheaval.

Christian Ministry Scholarship Fund (CMSF)

There were 172 members of the CMSF during the 2020-2021 fiscal year. The corpus was \$4,900,843 on June 1, 2021.

Meeting dates for the 2021-2022 year were set with the Board of Directors meeting on September 21, January 11, 2022, and February 8, 2022. The Dinner Meetings were set for September 21, 2021, January 25, 2022, and April 12, 2022.

Quarter 2

SCP

The SCP taught a class on Spiritual Formation at the Graduate School during the fall term, beginning in August 2021.

Spiritual Formation

Spiritual formation for Joyful Sound began at their retreat/workshop on August 9. The SCP will provide spiritual formation training with these ministry teams weekly.

Face-to-face monthly faculty/staff chapel services resumed on August 11, 2021. On the first Friday of each month, faculty and staff meet for worship in Turner Chapel at 10:00 am.

The SCP delivered an address during the faculty workshop on “Spiritual Formation in the Classroom” on August 11.

The university continues to offer Right Now Media resources for the university students, faculty, staff, alumni, and the Board of Trustees. This resource is provided through the university at no charge. To sign up, constituents need to go to the link, <https://app.rightnowmedia.org/join/NGU>.

The SCP challenged the faculty and staff to read at least one spiritual formation book during the fiscal year.

The SCP updated the Spiritual Formation Survey for Faculty and Staff. The survey was administered in September 2021. Differing formats were examined to protect confidentiality and to provide the needed data. The All counted design was selected. The purpose of the survey is to investigate trends in spiritual formation and to help measure the spiritual growth of NGU employees. A total of 158 faculty and staff participated, 32% of the NGU employees. There were no significant changes from the previous year’s survey.

The Student Spiritual Formation survey was updated and revised. It closed on September 15, 2021, with 316 participants. There were no significant changes as compared to the 2020 survey.

The SCP hopes to increase participation by offering the survey to new students during orientation in 2022.

Pastor Josh Powell, Taylors’ First Baptist Church, offered an excellent faculty/staff spiritual formation workshop on “Why Church Matters” on September 30, 2021. Thirty people attended the seminar. It was offered in the morning and repeated in the afternoon, allowing more people the opportunity to participate.

CMSF

The first CMSF Dinner Meeting was on September 21, 2021. Pastor Alex Sands was the keynote speaker from Kingdom Life Church in Simpsonville, SC. He served as the first African-American pastor to serve as President of the 200th South Carolina Baptist Convention. Pastor Sands presented an excellent message of encouragement for the donors and students. Joyful Sound sang at the meeting. Four scholarship recipients shared prayers and testimonies, and Dr. Gene Fant shared an encouraging campus update. Buddy Freeman, the founder of the CMSF, attended the meeting.

The current scholarship corpus was \$4,900,843 on September 21, 2021.

Quarter 3

SCP

In November, the SCP represented NGU at the North Carolina Baptist Pastors Conference and the annual State Baptist Convention of North Carolina meeting. Joyful Sound led all the music at the Pastors Conference.

The SCP represented NGU at the Executive Board Meeting of the SCBC in December 2021.

The SCP taught Christian Discipleship on the Tigerville Campus beginning in January 2022.

CMSF

As of January 11, there were 143 active members of the CMSF.

Dr. Travis Kerns, the Mission Strategist for the Three Rivers Baptist Association, spoke at the January 25, 2022, Dinner Meeting. Dr. Kerns, one of the first students to receive the CMS, was the founding Send City missionary to Salt Lake City, Utah, through the North American Mission Board. He has also served as a professor at Boyce College, Southern Seminary, and Southwestern Seminary. He joined the CMSF and pledged support across the Three Rivers Association. Currently, the CMSF is \$60,000 short of \$5 million in the corpus.

Quarter 4

SCP

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 9th and final meeting of the Together 4 the Gospel conference in Louisville, KY, April 18-20, 2022. He was able to connect with several alumni and friends of the university.

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 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 representing NGU.

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, a candidate for president of the SBC, on March 23 at First Baptist of Simpsonville, SC.

Spiritual Formation

The SCP developed an external prayer team to pray for campus needs and to encourage the leadership. The team will begin to function during the summer of 2022.

The SCP plans to re-institute a weekly faculty and staff prayer gathering in the fall of 2022.

The SCP participated in a faculty discussion group on the book *Culture Care* by Makoto Fujimura during the Spring term through the Center for Teaching Excellence. Through the small group participation, the SCP built relationships across faculty disciplines.

Christian Ministry Scholarship Fund

The CMSF Board of Directors interviewed twenty prospective and current students who met the qualifications for the scholarship on February 8.

There were 162 members of the CMSF during the 2021-2022 academic year.

Trustee, Dr. Mike Whitson, shared an excellent challenge to address sin issues to our graduating scholarship recipients at the dinner meeting on April 22, 2022.

The 2022-2023 academic year marks the 25th anniversary of the CMSF. The organization's corpus is only \$15,000 short of the \$5,000,000 mark. The Advancement team and the CMSF Board of Directors are working to put plans together to make a significant push for the organization.

Scholarship interviews are set for November 4, 2022, from 9:30 am until 2:00 pm. The leadership team is raising the bar for the interview process. Many student applicants are anticipated for the scholarship interview event.

University General Counsel

Dr. Jill Rayburn

Quarter 1

Office of General Counsel

Compliance

We continued to work on a compliance matrix for NGU to ensure that every department is aware of applicable laws, regulations, and reporting deadlines impacting their areas.

Outside Counsel

We have retained two new law firms to advise the university in specific areas: Nexsen Pruet for employment law matters as well as Title IX and Husch Blackwell for higher education law. Womble Bond and Dickinson will continue to advise the university in cases where they have represented the university in the past and other areas of specialty.

University Policies & Procedures

Students

Working with Campus Ministries and Student Engagement, we reviewed and updated the Student Handbook and began review of the new Student Athlete handbook with Athletics. In cooperation with Athletics, we developed a new manual for NGU sponsored youth camps with standard permission and release forms as well as standard notifications for participants and parents on the code of conduct and other safety policies. The manual is being used for both sports and academic camps. We worked with HR to incorporate some training recommended by our insurance company for our NGU staff working with minors on campus.

We have developed standard release forms for use by the University for voluntary student trips and activities. We are setting up a document retention procedure for completed forms.

HR

In working with Personnel Services, we assisted in updating and revising our policy for our annual communications with staff regarding their compensation. We also worked with HR on reviewing and revising some of the policies in our current employee handbook and drafting some additional standard provisions for our job descriptions going forward.

A new standard faculty contract was adopted for Academics incorporating faith statements as adopted by our BOT and as recommended by ADF. We also updated the ELC contracts into an Executive contract format including the faith statements, confidentiality and arbitration clauses, and other standard provisions.

Property and Contracts

Contracts

We have reviewed and revised the form contract for our Executive Leadership Team for 2022. We continue to work with each executive team member reviewing various contracts for their respective departments and with academic departments on the review of various affiliation and partnership agreements.

We assisted Tigerville operations in finalizing the FUGE contract for summer camp. During this process, we also developed a standard Permit for Facility Use Agreement which can be modified for use with most of our third-party facility users. We began working on a proposal for a Contract Review and Authorized Signature policy.

Real Estate

We resourced 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. We also worked with the CFO in re-negotiating lease agreements with a couple of our tenants. We assisted the Administration with contract negotiations with ReWa in their plans for the transition of our current septic system to a new sewage treatment facility for Tigerville. We finalized a license agreement for new signage by third parties posted on campus.

Intellectual Property

We compiled a list of our current trademarks as well as identified logos and designs for potential trademark consideration.

Clery

We compiled the initial data from Campus Safety and Security, Campus Ministry and Student Engagement and Title IX for the 2021 Clery Report (reporting the 2020 data). We developed a compliance matrix for the annual report itself.

Title IX

We designed and posted new Title IX awareness posters on both the Tigerville and Brashier campuses. All bathroom doors on both campuses have Stop Sexual Harassment posters; and other posters are displayed in various high traffic locations. We recruited a new Deputy Title IX Coordinator for Investigations. We are fully staffed for the 2021-22 academic year with a Title IX Coordinator, 3 Deputy Coordinators, 4 investigators, and 14 adjudicator/advisors.

NGUleads

We had our first graduation for NGUleads. The graduation took place at the new CORE450 restaurant at Cherokee Valley Golf Club. The 2020-21 cohort moved into a leadership role with NGUleads: 4 members are serving 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. The planning committee began working on setting the schedule, topics and speakers for next year's program. The NGUleads 2021-22 cohort was nominated and approved by the ELC. All nominees have accepted the invitation to participate in next year's program.

Quarter 2

Office of General Counsel

We set up Office of General Counsel Compliance Teams within Microsoft Teams for each department allowing for more streamlined communication between the General Counsel's office and those within each department responsible for areas of compliance. We have also begun the process for establishing a central filing system for compliance documents housed on OneDrive through each Team.

University Policies & Procedures

Executive Leadership

We continued to work on developing a contract review/approval policy as well as authorized signature policy for the University. Once developed and approved, this policy will give guidance to the ELC on the approval process and the authorized signatures for contracts obligating the University. We are also working on establishing a policy catalog for the university to have a central location for all ELC members to pull current policies for all departments.

Personnel Services

We continued supporting Personnel Services in finalizing the employee handbook as well as developing forms for ADA accommodations. At the request of Personnel Services, we are meeting weekly to strategize on policy procedures, trainings, as well as any current employment issues they may have.

Students

Working with Athletics, we finalized their Student Athletic Handbook, and we continue to monitor new developments on the NIL policy. We continue to work with Student Engagement and Campus Ministry on their process for obtaining and filing student waivers for University events and trips. We also developed a new waiver for students who choose to construct lofts in their dorm rooms.

Contracts & Property

Contracts

We continued to work with the ELC in reviewing various contracts for their respective departments and with various academic departments on review of various affiliation agreements

Real Estate

We continued resourcing the Administration in its follow-up of the Executive Committee's directive to explore the possibility of listing of many of our real estate residential lots for sale as well as the potential sale of the commercial property located on North Pleasantburg. The ReWa Board approved the agreements previously approved by our Board in the June meeting regarding the transition of our sewer services to a new facility.

Intellectual Property

We have compiled a list of our current active trademarks as well as logos which have been prioritized to be trademarked. We hired an IP attorney to assist with the process of making application for federal and/or state marks as needed.

Clery

Working with Campus Safety and Security, the 2021 Clery report was published via email to the University community as well as reported to the Department of Education. We plan to establish a Clery team who will be responsible for generating the report next year. Student Engagement began a new process which allows for conducting fire drills for every dorm in the first semester of the academic year rather than spreading the drills out throughout the entire academic year. The second semester will be utilized for spontaneous drills and any secondary drills needed to work out any issues revealed during the first drill for any particular residence hall.

Title IX

Policy

We revised the University Title IX policy to comply with recent guidance from the DOE as well as recent court decisions.

Process

We took the next step in our transparency and accountability for the Title IX office. General Counsel met with the President and the Executive Vice President for a review of the 2020-21 academic year cases (without identifying information) and their disposition. We continued to monitor legal implications under the Biden administration's stance on homosexuality/gender identity and are working internally on our process to prepare for the possibility of more extensive scrutiny of our practices.

Awareness

Working with the MAC team, we launched a new more student friendly Title IX landing page and developed a brochure which can be used as a resource for employees when talking with a complainant. The brochure contains the contact information for the Title IX Coordinator, our list of community resources, and a QR code which links them to the policy and complaint form on our website.

Training

Our Title IX Coordinators in conjunction with Student Engagement, Personnel Services and Athletics have completed our compliance training for the University for the 2021-22 academic year.

NGUleads

Meetings

We held our first meeting of NGUleads on the Greer campus. Dr. Fant kicked off our first session with an overview of our mission and vision for the University. Rich Grimm and Michael Stowell gave an overview of University operations and finances. The second session was hosted by the Travelers' Rest Fire Department in their new training facility. Rich Grimm and Beth Jackson lead the session on Work as Worship. Noah and Nicole Stratton from Logos Theater and Randy Jackson, a retired public school teacher, participated in our panel discussion on what it looks like to live out your mission through your work. In September, our cohort members took 2 assessments (EQi2.0 and DISC); Dr. Tracy Kramer followed up with each individual cohort member to strategize their leadership goals bases upon the feedback they received from their assessments. Our third meeting was held in the hospitality suite at the baseball stadium on the Tigerville campus, and Dr. Finn lead the session with a discussion on personal leadership from a Christian worldview. Dr. Kramer followed up with a workshop on emotional intelligence and communicating with different personality types.

Project

The 2021-22 cohort has begun researching their project for the benefit of the University community. The cohort has decided that their project this year will be for the benefit of the University students (targeting both residential and commuter students).

Quarter 3

Office of General Counsel

We set up our Microsoft OGC compliance teams for each department to enable us to work directly with the department on resource forms, policies, document retention, and other compliance initiatives. We continued work on the university compliance matrix.

Staff

Christian Bullard became our new part-time legal administrative assistant. He is an alum of NGU, and his mother is one of our faculty members.

University Policy and Procedures

Personnel Services

We continued to work with HR on personnel issues as well as strategizing trainings and policies.

Students

We continue to monitor guidelines with regard to the new NIL policy and to shore up our own intellectual property protection. We also began working with our new Coordinator for Student Accessibility & ADA Services on updating our accommodation procedures for students with disabilities.

Campus Safety and Security

We began working with CSS on a review of their standard operating procedures and their software options for crime tips as well as incident reporting.

Policy Catalog

We are began working to collect current university policies from the various departments for a policy catalog for the University.

Contracts and Property

Contracts

We have reviewed and revised the form contract for our Executive Leadership Team for 2022. We continue to work with each executive team member reviewing various contracts for their respective departments. We continue working with various academic departments on review of various affiliation and partnership agreements.

Real Estate

We are continuing to work with the Administration on potential sales and listing of some of our real property.

Intellectual Property

We have compiled a list of our current trademarks as well as identified logos and designs for potential trademark consideration. We will begin the process of making application for federal and/or state marks as needed.

Title IX

Training

Dr. Kramer is working on completing a voice over PowerPoint presentation for use with new employee orientation. Dr. Kramer will be attending her annual Title IX Coordinator training this spring.

Policy

In cooperation with Student Engagement and Human Resources, we met with a focus group discussing potential issues involving Title IX, student discipline, and gender identity/sexuality. The group walked through various scenarios to ensure that our current procedures would adequately address potential situations. We plan to next meet to walk through the same process for potential issues with faculty/staff and gender identity/sexuality issues.

NGUleads

Meetings

In November, we toured the OOBЕ headquarters in downtown Greenville. We focused on team building and had a panel of experts including: Tom Merritt, *Co-CEO*, OOBЕ; Dale Barnard, *President*, USA Beck & Pollitzer; Kemp Bouknight, *President*, Performance Packaging, Todd Hyneman, *President*, Total Comfort Solutions, Kelvin Long, *Head Coach*, Women's Basketball, NGU, Rachael Russiaky, *VP Student Services*, NGU.

In January, the schedule was modified to accommodate an important faculty meeting taking place on the same day. The meeting was held virtually, and the cohort focused on research and planning for their project.

We met on February 11 on the Greer campus with Dr. John Duncan speaking on Strategies for Personal Accountability, and Drs. Jill Rayburn and Tracy Kramer conducted a workshop on conflict resolution and communication.

Project

The cohort continues to work on its project proposal focusing on outdoor co-ed social space for our students.

Quarter 4

Office of General Counsel

We continued to work in our Microsoft OGC compliance teams for each department to provide resource forms, policies, document retention, and other compliance initiatives as well as on the university compliance matrix.

University Policy and Procedures

Personnel Services

We are continuing to work with HR on personnel issues as well as strategizing trainings and policies.

Students

We are working with our new Coordinator for Student Accessibility & ADA Services, Bradley B. Gregory, Ph.D., as well as our outside counsel at Husch Blackwell on updating our accommodation procedures for students with disabilities for the Fall of 2022.

Policy Catalog

We are continuing to work on collecting current university policies for the policy catalog for the University.

Campus Safety and Security

Campus Safety and Security will move under the Office of the General Counsel effective June 1, 2022. We are working on a revision of the current standard operating procedures. We selected a new LiveSafe app for NGU which provides a platform for the university community to report crime tips; request assistance with lock outs, vehicles, and medical emergencies; request safe walk escorts; and provides a central location for safety resources. The software also allows for safety data tracking and emergency alerts and check ins. We are working to transition incident reporting into a new software program that can also be utilized and accessed by Student Engagement, HR and Title IX when cases overlap.

Contracts and Property

Executive Leadership Team

We have reviewed and revised the form contract for our Executive Leadership Team for 2022 as well as for the athletic head coaches. We continue to work with each executive team member reviewing various contracts for their respective departments. We are working with the Administration on the construction contract for the Donnan project. We are working with various academic departments on review of various affiliation and partnership agreements.

Real Estate

We are continuing to work with the Administration on potential sales and listing of some of our real property.

Intellectual Property

We have identified our core marks which need to be protected and have retained outside counsel to assist in the process of making application for federal and/or state marks.

Title IX

Training

Dr. Kramer completed her annual Title IX Coordinator training and will be training the Deputy Directors this fall. We will begin developing our training for our new adjudicators/informal resolution volunteers for the 2022-23 year.

Leadership

We lost our Deputy Coordinator for adjudications and will be combining the position with that of the Deputy Coordinator for Informal Resolutions. We will be recruiting new adjudicators and informal resolution officers for the 2022-23 year.

Clery

We have collected the 2021 data from both OCSS and SE for the statistics for the 2021 calendar year. The new CIPET will assist in compiling the 2022 Clery Report.

Critical Incident Planning and Effectiveness Team (CIPET)

The new CIPET was formed and began meeting monthly to review our policies and procedures for critical incidents at the university. We developed stack poles through which to evaluate and develop critical incident policies and procedures.

Policies reviewed

Title IX, Severe Weather, Bomb Threats, and Active Shooter policies. The Team will continue to work with the departments to revise the policies and procedures as well as training and communication of those policies and procedures.

NGUleads

Meetings

We met in March on the Tigerville campus. Jared Thomas led the discussion of what student-centric objectives encompass on the university level. The discussion was followed by a panel of students discussing their experiences and expectations. The cohort participated in a poverty simulation and then hosted a panel of student services across the university and discussed hypotheticals based on actual scenarios that some of our own NGU students have experienced.

Our final meeting for the year was held in April on the Greer campus. Dr. Fant and Rich Grimm led the session. Dr. Fant discussed the unique challenges for Christian higher education incorporating effective operations while remaining faithful to the mission. Rich Grimm led a discussion on the challenge of finishing well and perseverance.

Organization

We have moved the cohort graduation to combine it with the kickoff for next year's cohort since the 2 groups will be working together on the implementation year for the project. The cohort will continue to work on finalizing the cohort's project proposal over the summer.

The 12 nominees for the incoming 2022-23 cohort were unanimously approved by the ELC.

Vice President for Advancement and University Engagement

Mr. Marty O’Gwynn

The 2021-22 fiscal year saw strong growth in financial gifts to support NGU’s mission, with 2,210 donors contributing a total of \$5,344,628.73. Work on the launch of a major capital project and growing alumni engagement opportunities highlighted the year.

Quarter 1

Major Gifts

NGU received two major gifts in early July, totaling \$1.725 million. One gift supported the new Lifeshape Fellows scholarship program, while the other supported capital projects. In addition to those gifts, major gifts of \$25,000 or more were received from five donors during the quarter.

Alumni Engagement

The office also hosted an alumni and friends dinner during the Southern Baptist Convention on June 15 at the Aquarium Restaurant in Nashville. A total of 94 people attended the event. During the event, NGU posthumously presented the 2021 Paula and Ken Hemphill Award for Denominational Service to Dr. T. Walter Brashier.

Staffing

Lisa Van Riper changed roles with NGU effective June 1, serving as Public Affairs Consultant, as Dr. Tony Beam assumed direction of NGU Public Affairs.

Quarter 2

Major Gifts

The quiet phase of The Donnan / COBE Project, an \$8.5 million capital campaign, began during the quarter, with contacts coordinated with an 11-person steering committee comprised of alumni and friends working to connect NGU staff with potential donors to the project.

Donor Stewardship

NGU recognized 2020-21 President’s Partners (donors who gave \$1,000 and above to NGU during the year) at the 2021 Red Carpet Gala October 7. The event was at the new AC Hotel in downtown Greenville, with 140 in attendance. Seven individuals were honored with awards during the event: Jamie and Lena Oates received the Tip of the Sword Award for supporting NGU athletics; longtime NGU employees Billy and Angie Watson received the Faculty/Staff Heritage Award; Lucian Lee received the Board Leadership Award; and Ron and Laura Messer received the Leo Vernon Powell Award.

Annual Giving

NGU's direct-mail annual fund appeal was sent to alumni and friends in mid-September. The appeal was promoted through email and social media messages, with the "Be the Difference" slogan used throughout the 2021-22 fiscal year for scheduled mailings, emails, and social media promotions.

Foundations and Grant Requests

A grant request was approved by the Fullerton Foundation in October, to provide a total of \$108,000 (\$36,000 annually) for NGU's Physician Assistant program over the next three years.

Alumni Engagement

Staff hosted an NGU Connect event in Mount Pleasant, S.C., on September 17, prior to NGU's football game at The Citadel. A total of 60 people attended the dinner at the Sweet Grass Pavilion at the foot of the Ravenel Bridge.

Homecoming Weekend was October 1-2, with the Distinguished Alumni Award presented to Harvey L. Tankersley, Jr., Class of 1962; Randy D. Bradley, Class of 1978 and D.Min. Class of 2013; and Karen Clayton Bradley, Class of 1977. The Young Alumni Award was presented to Hunter S. Conrad, Class of 2007.

Alumni Engagement also hosted Legacy Friday doughnuts-and-coffee events on the first Friday of each month for current students whose parents attended NGU.

Athletics Fund-Raising

Staff hosted a hospitality tent for Crusader Club members inside Younts Stadium at all home football games.

Events

The Auxilio women's organization fall luncheon was hosted September 10, with Lindsay Evatt as guest speaker. A total of 36 attended.

NGU hosted Three Rivers Baptist Association pastors and their wives for an appreciation dinner on campus September 11, with Dr. Dennis Swanberg as special guest. A total of 70 attended.

The Christian Ministry Scholarship Fund dinner for fall 2021 was September 21, with Rev. Alex Sands, South Carolina Baptist Convention President, as guest speaker. A total of 89 attended.

NGU First Lady Lisa Fant hosted an Auxilio Homecoming Brunch on Saturday, October 2, at the President's Home. A total of 51 attended.

Staff assisted with Sullivan President's Box receptions for donors and friends at all NGU Football home games for the season.

Church Relations

NGU hosted booths November 8-9 at the South Carolina Baptist Convention Annual Meeting, the Baptist State Convention of North Carolina Annual Meeting, and the Southern Baptist Conservatives of Virginia Homecoming meeting.

Quarter 3

Major Gifts

Major gifts and commitments during the quarter included more than \$700,000 for the Donnan / COBE Renovation Project.

Additional major gifts were received for the Cline School of Music, Campus Enhancement Services, Athletics, and the Difference Maker Fund.

Annual Giving

NGU's end-of-calendar-year direct-mail annual fund appeal, with the "Be the Difference" theme, was sent to alumni and friends in late December.

Alumni Engagement

Alumni and friends were hosted at an Upcountry History Museum reception on December 7. The museum touring show featured Christmas works by Norman Rockwell.

Events

The Christian Ministry Scholarship Fund dinner for winter 2022 was January 25, with Dr. Travis Kerns, Associational Mission Strategist for Three Rivers Baptist Association and NGU alumnus, as guest speaker. An effort to raise the CMSF overall endowment to \$5 million was announced to dinner participants. A total of 86 attended.

Staff coordinated a December Commencement Speaker's Reception and worked with a special recognition of Dr. Alex Sands, which included remarks by SCBC Executive Director/Treasurer Dr. Gary Hollingsworth.

University Engagement

Staff worked with the local community in supporting the Second Annual Tigerville Christmas Parade on December 4. Staff also coordinated NGU's presence in the Greer Christmas Parade on December 5.

Staff coordinated NGU's booth at the SCBC Impact event at Columbia's Shandon Baptist Church on February 17.

Quarter 4

Major Gifts

NGU continued to work with prospects for The Donnan / COBE Project. Staff also worked with NGU Marketing to complete web and print materials for the capital campaign.

Foundations and Grant Requests

A grant request was submitted seeking more than \$1 million in support for The Donnan / COBE Project. NGU anticipated a mid-July response from the potential donor organization.

Alumni Engagement

Alumni Engagement planned a series of NGU Connect events for the spring and summer of 2022, utilizing minor league baseball venues. The first event was in Kodak, Tenn., April 22, with 35 people in attendance. The second was the Second Annual NGU Night at the Greenville Drive. A total of 122 people attended the event in the Champions Club at Fluor Field in Greenville. Dr. Gene Fant gave remarks, an NGU ensemble sang the National Anthem, and Dr. Fant threw out the first pitch.

Athletics Fund-Raising

Staff hosted a dedication event and cookout meal celebrating the Dr. Catherine Sepko Seating Area at NGU Softball's Jan McDonald Field on March 19.

Staff hosted Crusader Club members at the Bomar Stadium hospitality suite throughout the 2022 NGU Baseball regular season.

NGU hosted the Crusader Club Golf Classic on April 12 at Cherokee Valley, with 104 golfers participating in the annual event. A net total of \$52,467.10 was raised.

For the fiscal year, NGU's Crusader Club had a total of 214 members, raising \$82,900 (which does not include the golf classic support nor tailgating tent revenue).

Events

The Auxilio spring luncheon was April 5, with Ruth McWhite, NGU's women's ministry director, as guest speaker. A total of 66 attended.

The Christian Ministry Scholarship Fund dinner for spring 2022 was April 12, with Dr. Mike Whitson, an NGU alumnus and pastor of the First Baptist Church of Indian Trail, North Carolina, as the guest speaker. A total of 98 people attended.

NGU dedicated the renovated Craft-Hemphill Missions Center on Friday, April 29, with an open house and a dedication ceremony in the center's Adams Lobby.

Staff coordinated a Spring Commencement Speaker's Reception on April 29 in the Sullivan President's Box, honoring C. Dan Adams, guest speaker.

Staffing

Ken Ward, a North Greenville graduate, joined NGU as a part-time development officer, representing NGU in the Midlands and the Low Country regions.

Mary Beth Spry, advancement services coordinator, submitted her resignation, effective June 6. She served on NGU's staff for more than seven years.

Year-End Total Support

For the 2021-2022 fiscal year, the University received \$4,198,108.05 in advancement gifts from a total of 2,210 donors. Cooperative Program support from the South Carolina Baptist Convention totaled \$1,146,520.68, which made the overall amount of gifts received for the year \$5,344,628.73.

Vice President for Campus Enhancement Services

Mr. Mick Daniel

Serving as the Vice President for Campus Enhancement Services it is my responsibility to lead a team of 67 employees in the departments of Maintenance, Construction, Transportation, Landscaping, Housekeeping, and Special Projects.

The following is a chronological summary of major projects and accomplishments performed by the Campus Enhancement Department during the fiscal year 2021-2022.

Quarter 1

Safety

- CES safety talk on the following topics: Harness Inspection Guide, Auditing Ourselves
- Cleaned and sanitized classrooms and offices
- Cleaned and sanitized dorm rooms for Centrifuge
- Started annual Fire Marshall inspections
- Cleaned food service hood fans

Productivity

- Completed 903 work orders
- Completed 436 PM's
- Completed 51 vehicle inspections
- Completed 27 office moves
- Completed 20 special event set-ups

Construction/Maintenance Highlights

Hayes Ministry

Renovated old Financial Aid offices to become our new welcome center

Emery (68 bed female dorm)

Renovated building to better serve our students, including paint, LVT flooring, plumbing fixtures, restroom floors, gutters, and soffit repairs

Turner Chapel

Replaced roof with new TPO roofing system

Renovated lobby and restrooms, including paint, LVT & tile flooring, plumbing fixtures, restroom partitions, and lobby furniture

White Hall

Renovated first floor lobby, offices, and hallway, including paint, flooring, doors, hardware, and blinds

Younts Fitness Center

Renovated main workout space and restrooms, including paint, lighting, plumbing fixtures, restroom partitions, floor and shower resurfacing, HVAC upgrades, and new exercise equipment

Dorms (Jr. Howard, Anthony, Hartness, Cline, Lodge A, B, D, E, F)

Refreshed common space and hallways, including paint and new furniture

Todd Dining Hall

Renovated dining space, including paint and new flooring (replaced carpet with LVT)

Quarter 2

Safety

- CES safety talk on the following topics: Anger; Common Sense; Knife Safety; The Do's & Don'ts of Lifting
- Cleaned and sanitized classrooms and offices
- Cleaned and sanitized dorm rooms for students
- Continued annual Fire Marshall inspections
- Relocated video platform in Hayes Gym

Productivity

- Completed 1039 work orders
- Completed 445 PM's
- Completed 85 vehicle inspections
- Completed 27 office moves
- Completed 31 special event set-ups

Construction/Maintenance Highlights

Hayes Gym

Replaced old HVAC systems with (2) new 12-Ton package units

Painted walls and ceiling in gym

Small Guest Cabin

Stained and sealed exterior of building

Todd Dining Hall & Student Center

Upgraded HVAC controls

Jan McDonald Softball Field

Installed new bleachers and 3,300sft of concrete

TBC

Painted several offices and hallways

9 Blackwell (President's House)

Replaced (2) flat roofing systems

AV Wood

Painted (7) offices

Quarter 3

Safety

- CES safety talk on the following topics: Clearing Snow & Ice Safely; Heat/Cold Stress; Helping the Injured; LOTO - More than a lock
- Cleaned and sanitized classrooms and offices
- Installed Visiplex system throughout campus
- Installed new retaining wall at Simpson
- Performed hood inspections and fire sprinkler inspection

Productivity

- Completed 744 work orders
- Completed 353 PM's
- Completed 62 vehicle inspections
- Completed 14 special event set-ups
- Set up and supported graduation

Construction/Maintenance Highlights

Crain Science

Installed new main sewer line

Hayes Fine Arts

Installed new HVAC controls

Brissie

Renovated (2) offices for faculty, including paint, carpentry, and ceiling work

Jan McDonald Softball Field

Installed (2) new viewing decks

Campus Core

Revised campus swing design and began constructing new swings

Runion

Painted (3) classrooms, hallways, and stairways

Hayes Ministry Center

Installed new ceramic flooring in (2) restrooms

Quarter 4

Safety

- CES safety talk on the following topics: Chainsaw Safety; Test Before You Touch
- Replaced broken parking blocks at Hayes Ministry

Productivity

- Created RFP for Landscaping and Housekeeping departments. Interviewed companies and selected The Budd Group to continue serving NGU
- Completed 647 work orders
- Completed 537 PM's
- Completed 57 vehicle inspections
- Completed 52 special event set-ups
- Set up and supported graduation

Construction/Maintenance Highlights

64 Blackwell

Renovated building to become home for Business Office; including paint, flooring, lighting, breakroom, plumbing fixtures, gutters, doors, patio, and furniture

7850 N. Tigerville Road

Renovated building to become home for the Executive Suite, including paint, flooring, lighting, windows, gutters, doors, exterior, and furniture

7800 N. Tigerville Road

Renovated buildings to become home for the Marketing Department; including paint flooring, ceiling work, breakroom, doors, exterior, and furniture

Sullivan Box (football stadium)

Renovated space; including paint, ceiling, flooring restrooms, serving area, HVAC upgrades, electrical, plumbing fixtures, and furniture

Vice President for Campus Ministry and Student Engagement

Mr. Jody Jennings

Quarter 1

- Supported Fuge Camp housing and weekly check-in throughout the summer
- Assisted with early arrival student groups check-in
- Hosted Graduate Assistant training
- Launched the Student Leadership Team model (formerly RAA)
- Conducted NGU Ministry Team training (Joyful Sound, Act II, Campus Band, SLT)
- Executed New Student move-in
- Led New Student Orientation Events
- Redesigned NGU Channel 2 promotional information
- Began NGU Chapel schedule with annual Convocation Service
- Conducted IGNITE Conference
- Hosted Freshman Night Out
- Held annual Church Fair Event
- Held BCM worship service and commuter lunch outreach
- Launched Women's Ministry Big & Little program
- Kicked off Athletic Ministries (FCA)
- Led Title IX training for Athletics
- Partnered with CES to process Resident Hall workorders
- Started Monday Mobilization Moment during chapel

Quarter 2

- Trained all CMSE staff in CPR
- Conducted orientation debrief sessions between all directors
- Led 4-week bible study on anxiety for student small groups
- Sent Housing Satisfaction Survey to all residents
- Held Annual Global Impact Conference
- Shifted to virtual chapel due to C-19
- Reopened CMSE care circle for students that tested positive for C-19
- Conducted C-19 testing in the clinic
- Led Athletic Ministries leadership through Jesus on Leadership
- Partnered with the Academic Colleges to lead chapel experiences
- Promoted Summer and Spring Break mission trips
- Created and hosted Camp Fair
- Held BCM Impact team training
- Planned, promoted and executed 1892 week events
- Led Homecoming Week activities
- Hosted Men's Ministry Breakfast

- Developed plan for Men's and Women's Ministry structure to mirror each other
- Sent out BCM Impact Teams
- Hosted Student Takeover Week in Chapel
- Conducted Covid-19 Vaccination Clinic in partnership with Prisma Health
- Completed annual Fire Drills and safety training in residence halls
- Partnered with Admissions to put on Fall Fest event
- Created and sent out SLT mid-semester evaluation forms
- Hosted Career Fair
- Hosted Family Weekend event
- Partnered with Admissions for Overnight Event

Quarter 3

- Completed Spring check-in and move-in
- Relunched C-19 contact tracing and Care Teams
- Conducted Welcome Back Resident Hall meetings
- Audited Resident Life Housing Exemptions
- Met with graduate assistants to debrief fall semester
- Conducted CMSE Staff evaluations
- Promoted and executed Read Through the Bible initiative
- Planned and led activities for SNOWPOCALYPSE 2022
- Developed online/automated scheduling system for the Clinic
- Hosted BSF Gospel Choir Concert
- Held Student Led Renewal in chapel
- Hosted Galentines day event
- Conducted Joyful Sound and Campus Band auditions
- Partnered with Athletics for service project at Miracle Hill
- Led BSF service day at The Kroc Center
- Held Relationship Goals Seminar led by NGU counseling service staff
- Organized annual Career Planning Suit-up event
- Put on Christian Worldview Week
- Launched Church Job Fair
- Opened SLT application process
- Completed Alumni month in chapel

Quarter 4

- Launched/Received summer plans questionnaire
- Partnered with Miracle Hill on a canned food drive
- Hosted annual Spring Fling Week
- Presented spring Men's Breakfast event
- Put on BCM international student dinner

- Held BCM Night at Greenville Drive Game
- Planned and executed Athletic ministries service day at Kroc Center in Greenville
- Put on Late Night Breakfast
- Processed residency exemptions for the 2022-2023 academic year
- Completed year of Treat Yourself Thursday events
- Launched residence life checkout process
- Interviewed graduate assistants for the 2022-2023 academic year
- Partnered with the SCBC to conduct Palmetto Collective Interviews
- Developed Mental Health Minute student email
- Hosted Sexual Assault Prevention Panel
- Put on Mental Health Stand and Health Hut in Tingle Student Center
- Presented Etiquette Dinner
- Began planning new student orientation
- Developed campus life management plan
- Completed residence hall walk throughs and assessed fines for damages
- Compiled and reviewed chapel evaluations
- Finalized ministry team rosters and leadership teams

Vice President for Enrollment and Marketing/Communication

Mr. Michael White

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 teams accomplished significant projects and excelled in executing their roles and responsibilities to achieve and exceed enrollment targets. The Enrollment & Marketing/Communications (EMC) team anticipates excellent things ahead.

Quarter 1

General

Finished the CRM Slate implementation and corresponding marketing campaigns

NGU Online & Graduate Admissions

- Master's new student numbers up 26% Y-o-Y
- Assess online enrollment operations
- Secured the non-traditional new student classes in alignment with stated enrollment targets (Exceeded goals)
- Build outbound marketing tactics for the NGU Online & Graduate segments

Public Relations

NGU's PR and news coverage reached 4.22 million individuals for this quarter and 360,000 through social media

Traditional Admissions

- Secured 536 traditional new student classes in alignment with stated enrollment targets (Exceeded goals)
- Wrapped up the 2020/2021 Event Calendar by hosting our last New Student Connect event on 7/19/21. We had over 100 incoming students attend, along with their families
- Planned and began executing the Fall 22 travel strategy – expanding college fair attendance into states including Colorado, New Jersey, New York, Maine, Indiana, Ohio, and Texas
- Launched an expanded senior, junior, and sophomore search program

University Marketing

- Project management software Asana rollout, project workflow update, etc.
- Athletics webcasting ads for football games
- Created undergraduate first 35 days of email campaigns
- Finished prospective student comm flow: Senior high school students zip fold mailer
- Developed various admissions postcards

All Areas | Personnel-related hires or role adjustments

NGU Online and Graduate Admissions:

- Hired Richard Hensley – Regional Partnership Manager

Traditional Admissions

- Hired Emily Jennings – Enrollment Operations Coordinator
- Hired Ashby Stoudenmire – Admissions Counselor
- Hired Grayson Hammond – Dual Enrollment Counselor
- Hired Rachel Cooper – Admissions Counselor

University Marketing

- Hired Courtney Hash – Graphic and Digital Designer

Quarter 2

General

Successfully integrated Slate into Jenzabar, the institution's student information system (SIS).

NGU online & Graduate Admission

- Secured non-traditional fall 2 start of 5 bachelors, 1 master's, and 2 certificate students
- Unveiled and began training on a new online enrollment standard operating procedures
- Modified counselor roles and responsibilities to best practices for travel and student contact strategies

Public Relations

NGU's PR and news coverage reached 8.6 million individuals for the fourth quarter and 500,000 through social media

Traditional Admissions

- Implemented new functionality in Slate for 1) trips, 2) events, 3) and scheduler
- Promoted The Lifeshape Scholarship and achieved participation goals for the Scholars Weekend competition
- Hosted six successful student recruitment events: 3 Preview Days, the first Overnight at NGU since the COVID pandemic, Scholars Weekend, and Christmas Counselor Connect
- Saw a tremendous increase in daily campus visits
- Fully transitioned from collecting applications in the old CRM – Salesforce – to the new CRM – Slate
- Concluded a successful travel season

University Marketing

- Homecoming events and projects
- Yount's Fitness Center updates
- Admission's travel collateral completed
- Admission's viewbook collateral completed
- Implementation of enrollment management email and print communication flow
- 80 completed UMCS projects
- Launched new CTV commercials Dec 1
 - #1. Twitch (Online gaming service)
 - #2. Philo
 - #3. Samsung TV Plus
 - #4. Haystack TV
 - #5. Univision Now

All Areas | Personnel-related hires or role adjustments

NGU Online and Graduate Admissions

- Hired Justin Ogle – NGU Online and Graduate Admissions Counselor
- Hired Richard Hensley – Regional Partnership Manager

Traditional Admissions:

- Hired Erin Frady – Enrollment Data Processor

University Marketing

- Hired Cristian Keilmeyer – Print Production Associate

Quarter 3

NGU Online and Graduate Admissions

- Implemented a new communication flow and targeting strategy through Slate to better engage our potential students
- Admissions Counselors started their new goal of 100 outgoing calls per day
- Began partnering with Spartanburg County School districts to offer a path for their teaching assistants to gain either their Bachelor of Education or teaching certification
- January start, enrolled 18 bachelor's online students compared to 7 in 2021
- March start, enrolled 13 bachelor's online students compared to 3 in 2021

Public Relations

- NGU's PR and news coverage reached over 6.1 million individuals for this quarter

Traditional Admissions

- Opened the New Year by hosting a January Preview Day

- Partnered with Southside Christian School on 2/10 to help them as they hosted their spring college planning night. Leaders from across our campus volunteered to present sessions for the event, including Financial Aid, Parenting During College, First Year Success, and Spiritual Life in College
- Hosted our largest Overnight at NGU event in a decade – with 66 students attending
- Hosted 206 student visitors in March (over 454 when including guests)—all-time highs by good margins for NGU

University Marketing

- Completion of 22 of new academic marketing slicks including graduate programs
- Bald Rock worship videos to be used on website and social media to demonstrate aspects of campus life and showcase surrounding area: https://www.youtube.com/watch?v=NOeexvD15l4&list=PLplFoThEr_C7mJZUZdIm3H2cmdaGSGM63&index=2
- Completion of Campus Ministry videos for promoting scholarship opportunities
- <https://ngu.edu/life-at-ngu/leading-with-faith/campus-ministry-student-engagement/teams/drama-troupe/>
- <https://ngu.edu/life-at-ngu/leading-with-faith/campus-ministry-student-engagement/teams/campus-band/>
- <https://ngu.edu/life-at-ngu/leading-with-faith/campus-ministry-student-engagement/teams/joyful-sound/>
- Campus Drone footage: <https://www.youtube.com/watch?v=XJKMZr0OYXo>
- Every Day. Epic. Video: https://www.youtube.com/watch?v=nqr9lAL_J-w
- Created PDF calendars for 2022-2023 & 2023-2024 academic school years
- Created website calendar events for all of SP22 Cultural Events Calendar
- Highest engagement social posts of the year which led to around 170 new followers on Instagram
- SC Tuition Grant 'Thank You' cards for NGU students to send to SC Legislation Members
- Digital Marketing results: Clicks to Apply: up to 34 vs. 30 from 2021
- Digital Marketing results: Leads: Up to 106 vs. 87 for 2021
- The University Marketing team recently completed the first in a series of alumni-focused videos titled “The Legacy Series” <https://youtu.be/rKWW8jmekjw>
- Completion of Dean letters for the Comm flow
- ODEL Webpage update

All Areas | Personnel-related hires or role adjustments

Traditional Admissions:

- Hired Macy Ward – Admissions Event Coordinator
- Hired Christian Bruce – Graduate Assistant – Tele-counseling Coordinator
- Hired Caylee Collins - Admissions Counselor

University Marketing

- Changed role, Amy Brake – CRM Developer to Project Manager
- Hired Carlie Barth – Graphic and Digital Designer

Quarter 4

NGU Online and Graduate Admissions

- Represented NGU at the SCASA Conference in Myrtle Beach, South Carolina
- Partnered with Greenville County Sheriff's office to promote Criminal Justice Program
- Began offering CJ discount to all first responders and military students
- May start, enrolled 20 bachelor's online students compared to 7 in 2021

Public Relations

NGU's PR and news coverage reached 9.75 million individuals for the second quarter and 950,000 through social media

Traditional Admissions

- Hosted 195 students in April (over 577 when including guests)—all-time highs by good margins for NGU
- Successfully executed our National College Decision Week outreach strategy. Our team worked extended hours in order to help admitted students decide to attend NGU. The Marketing team worked hard to help us prepare specific texts, emails, and social media promotions to support our calling efforts. Admissions Counselors made a minimum of 100 outbound calls each day of the week
- Along with help from Student Services, CMSE, and Academics, hosted two successful New Student Connect events for the Fall 22 cohort. The groups of incoming students were energetic and excited to be on campus and learn about getting prepared for the fall semester
- Represented NGU at the Southern Baptist Convention in Anaheim, California
- Campus visit survey results revealed visitors are more interested in attending after visiting NGU (chart)

Before visiting campus, North Greenville was...

Responses



After visiting North Greenville...

Responses



University Marketing

- Photos for Donnan/COBE project
- Overnight at NGU video: <https://www.youtube.com/watch?v=PdTvNnWNqi0>
- Goodness of God video: <https://www.youtube.com/watch?v=wpZMkWY0YxM>
- Spring Formal: <https://www.youtube.com/watch?v=k9qdqSNVuOg>
- Prep for social wall to be used at commencement for displaying up-to-minute social posts with hashtag and pre provided posts and images from parents to be displayed during the ceremony
- Crusader Club Golf Classic (photos of day, editing, sending to Crusader Club, then creating postcard for teams)
- Creating social posts for National College Decision Day
- Commencement diplomas
- Commencement programs
- Graduate Name Reader Cards
- The Donnan/COBE Project booklet
- University Marketing promotion piece
- National College Decision Day copy
- Confirmed 12th Grade Email Campaign
- SCASA/SBC/NACCAP Ads
- New branded PowerPoint template for NGU internal use.
- Social post promoting Brandy Amidon Legacy Series video(see at <https://youtu.be/k27AYrV5A04>)
- Create boosted post plan for upcoming Advancement NGUconnect Events.

- Preparation for QuickBooks (inventory and pricing)
- Move coordination
- Video: Economics of the Ancients and Why That Matters to You | How to Know (almost) Everything <https://www.youtube.com/watch?v=gFPR272UOe0>
- Video: Is The Bible Accurate? | How to Know (almost) Everything <https://www.youtube.com/watch?v=OF2lsJ21p2g>
- Prospectus Print piece
- Social Media Posts
- Website pages
- <https://ngu.edu/info-for/donors/donnan-cobe-campaign/>
- <https://ngu.edu/info-for/donors/donnan-cobe-campaign/donnan-cobe-naming-opportunities/>
- <https://ngu.edu/info-for/donors/donnan-cobe-campaign/scope-of-project/>
- <https://ngu.edu/info-for/donors/donnan-cobe-campaign/floor-plans/>
- World Series Collateral(report attached)
- 6 Lamar Billboards along major areas of Upstate
 - I85&385 Interchange
 - Wade Hampton Blvd
 - Five Forks area of Simpsonville
 - Hwy 81 in Anderson
 - 385
 - Woodruff Road
- World Series video(<https://www.youtube.com/watch?v=KkCRDK9weJo>)
- From Tigerville to Title-town: <https://www.youtube.com/watch?v=jlu1Fo8OszA>

All Areas | Personnel-related hires or role adjustments

NGU Online & Graduate Admissions

Changed role, Justin Ogle – Interim Director of NGU Online & Graduate Admissions

Public Relations

Role change, LaVerne Howell – From Dir, Communications to Dir, Donor Services

Traditional Admissions

Hired Jacob Ertter – Admissions Counselor

University Marketing

Hired Zach Pace – Digital Marketing Associate

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 the migration to the Jenzabar Cloud (JaaS), support for the integration of J1 and Slate which is the new enrollment platform in Admissions. 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 2 Gbps to 5 Gbps Campus Internet Bandwidth upgrade to support campus internet access needs. The second initiative of required Information Security training was implemented via videos followed by short quizzes for faculty and staff during the Fall and Spring terms.

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. We completed the installation of new VxRails hyperconverged infrastructure and moved existing server hardware to Greer campus for disaster recovery/business continuity.

Deferred Maintenance

This category isn't overtly strategic by nature. Through the HEERF funding of approved projects, progress was made in several areas including 107 faculty laptops, upgraded 97 computers in campus computer labs, upgraded 165 Cisco Next Generation Access Points, upgraded the Avaya phone system from version 6 to version 10. Additional areas need to be addressed as funding becomes available. A few examples are remaining staff computers are well over our preferred replacement age of 5 to 6 years and 179 access points are more than 10 years old. If not addressed/funded over time, functionality will be impacted.

Quarter 1

Network and Desktop Services

Productivity (approximately 4 months)

4,418 Helpdesk requests completed

95% resolved in 24 hours

Maintained uptime in server infrastructure greater than 99.98%

Support

- Acquired and distributed High-Definition Multimedia Interface (HDMI) cables to colleges for each faculty member
- Assisted with setup of technology infrastructure needs for initial football game/season
- Assessed classroom standard/advanced option configurations
- Completed prerequisites for the Constituo/Slate integration
- Built and integrated new Synology storage for Network Video Recorder (NVR) and University Marketing and Creative Services (UMACS) usage
- Deployed display/AV/infrastructure requests: Dorms (14), Craft Hemphill (2), Donnan, Todd
- Prepped and planned resources for Student check-in and start of term
- Provided Department of Education final attestation regarding successful Gramm Leach Bliley Act (GLBA) compliance
- Renovated Hayes Ministry Admissions meeting and remote meeting spaces

Information Systems and Business Applications

Support

- Modified and refined check-in reporting for fall check-in
- Implemented Academic Leadership Evaluation forms and process for Academics
- Cashnet: Supported development of the SLATE site. Created additional item codes in the application fee checkout to support assignments to GL accounts. Also added checkouts for traditional admissions events and the professional graduate school
- Filled staff position for Application Programmer Analyst
- Implemented enhancements to the Current Class Report
- Added a Services tab on the portal for back-office staff to deliver timely reporting to support forward facing activities with students.
- Re-engineered the optout process for Slingshot and revised the student portal to move from Tree of Life
- Created MyNGU Team Intranet for students and staff. Contacted site owners and developed strategy for pages needed by Admissions and Marketing
- Supported implementation of form-based methods to upload Cultural Event (CEVT) and Chapel (CHPL) attendance files to the Jenzabar Internet Campus Solution (JICS) server for posting to attendance records.
- Redesigned MyNGU.edu for new look, feel and navigation – Jenzabar intern project – Jake Auton
- Continued eMarket development support through Cashnet

Quarter 2

Network and Desktop Services

Support

- Assisted new students with ngu.edu login credentials and offered training as issues arose. Naming convention exceptions are an example. Implemented updated Active Directory (AD) creation software and developed method for automated remote mailbox setup. Improved reporting for the IT Helpdesk
- HVAC Control System infrastructure ICM with Internet of Things (IoT) best practice support with server builds and network ACL's
- Visiplex IT portion-Install, configure and maintenance (ICM) support
- Softdocs-Hybrid server: Install, configure and management. Initial Softdocs configurations
- Board of Trustee meetings and telepresence support
- Completed deployment of 107 (100%) Faculty laptops
- Installed 55 Microsoft Surface Display Adapters for classrooms without this functionality
- Set up Microsoft Teams sites for Academics/Athletics
- Annual Risk Assessment Process update for continued 2022 GLBA compliance
- Set up 6 iPads for new Board of Trustee members. Trained/oriented board members on iPad apps & Govenda. Gathered and refreshed existing iPads
- Reviewed and provided recommendation for permanent storage/production environment for UMACS team usage
- Upgraded key hardware components for Media Operations Team
- Assisted Athletics with HUDL camera config/setup/network and firewall routing

Information Systems and Business Applications

Support

- Admissions Slate Migration & Assessment – Supported Admissions to integrate the use of Slate into J1 so that accepted students can be transferred to J1 for matriculation. Processes were reviewed and recommendations noted
- Upgrades: Booklog v18 server and client for Campus Bookstore
- Cashnet: Supported the dev of the site for Slate. Created item codes in the application fee checkout to support assignments to the GL accounts in J1. Added checkouts to the general NGU payments storefront for traditional admissions events and the professional graduate school
- Supported IPEDS reporting process with scripted data scrubbing

Quarter 3

Network and Desktop Services

- Productivity (approximately 4 months)
- 3,987 Helpdesk requests completed
- 93% resolved in 24 hours
- Maintained uptime in server infrastructure greater than 99.94%

Support

- Supported Spring 2022 student check-in and term startup
- Conducted Cyber Awareness campaign with videos/quizzes in the Fall term
- Provided IT support for annual cyber-insurance applications & surveys
- Install, configure and maintenance (ICM) for cameras in The Learning Center
- Upgrades: PowerFAIDS 27.0, 27.1 & NetPartner, Exchange Management-hybrid-new server build
- Cisco WiFi upgrades-AP deployment of 165 units
- Completed 2 Gbps to 5Gbps Campus Internet Bandwidth upgrade
- Assessed classroom standard/advanced option configurations & support for Spring term
- Watermark- SEOi with DMARC/DKIM setup to ensure email function & reputation status
- Network file and communication migration for Student Services

Information Systems and Business Applications

Support

- Assisted Institutional Research with initial Watermark integration
- Supported Spring 2022 Student Life Cycle processes including check-in, billing, etc.
- Upgraded Jenzabar J1 to version 2021.3 for yearend updates including 1098T

Quarter 4

Network and Desktop Services

- Productivity (approximately 4 months)
- 2,791 Helpdesk requests completed
- 93.1% resolved in 24 hours
- Maintained uptime in server infrastructure greater than 99.98%

Support

- Annual audit preparation
- SSL Certificate renewal
- Reallocated classroom technology displaced by Donnan Renovations to areas of most critical need

- Prepared learning space to protect technology during camp usage.
- Completed Install of new VxRails Hyperconverged Infrastructure and moved existing equipment to Greer campus and configured RecoverPoint for DR and Business Continuity needs.
- Runion Renovation
- Thai and I Duplex Renovation
- Blackwell 64 Renovation
- Staff moves for Business Office to 64 Blackwell, HR and Payroll to Neves, Advancement to McCormick House , UMAC out of McCormick House and to Runion
- Jenzabar as a Service Migration support and technical assistance
- Assisted in ICM (Install, configure, maintain) of additional Watermark configuration
- Assisted in Livesafe Mobile ICM
- Initial implementation support for Vector EHS
- Assisted Chick-fil-A in support/fixing issues with POS system and implementation issues
- Sullivan Box renovation IT implementation (Waiting on Crestron)
- Technology support and configuration for Microsoft Teams based online class pilot
- IT support in online learning task force
- New printer deployments as applicable.
- Music Tech Lab renovation planning proposal

Information Systems and Business Applications

Support

- Crystal Reports and Infomaker reports migration to SSRS (SQL Server Reporting Services)
- Institutional Research - Phase 2 of Watermark implementation for assessment and compliance reporting
- Support for Business Office transition from Paychex to Paycom
- Support for Credo retention project
- Jenzabar as a Service Migration support and technical assistance

Vice President for Student Services

Mrs. Rachael Russiaky

Quarter 1

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 implemented financial consequences beginning in the Fall 2021 semester. In partnership with IT Services and our Jenzabar representative, we created a process for implementing these fees within J1. Students received multiple communication pieces reminding them of payment deadlines and informing them of the implementation of the new financial consequence.

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.

Employee Tuition Benefit Request Process

In partnership with the Business Office, we created an online form for employees to submit annually when utilizing the tuition benefit program (for themselves and/or their spouse/dependents). This new process has improved efficiency and accuracy in managing this benefit program.

Quarter 2

Bill Collection

We are continuing to see improvement in our balance tracking, which we attribute to improved, consistent communication, and the implementation of the late payment administrative fee and monthly administrative fee.

Aca Yr	Month	Term	Fall Semester				Spring Semester					
			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	2049	16%
2021-22		FA21	199	\$654,563	2273	9%		SP22	177	\$562,270	1864	9%
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	2049	12%
2021-22		FA21	136	\$423,759	2273	6%		SP22	154	\$394,383	1864	8%
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	2049	7%
2021-22		FA21	85	\$236,735	2273	4%		SP22	91	\$257,991	1864	5%
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	2049	4%
2021-22		FA21	88	\$208,155	2273	4%		SP22	42	\$169,416	1864	2%
2019-20						May	SP20	74	\$257,951	2071	4%	
2020-21							SP21	57	\$135,100	2049	3%	
2021-22							SP22	39	\$146,422	1864	2%	

End of month snapshot.

Credo – 21-23 Packaging Strategy

Our partners from Credo were on campus in early October to help us evaluate the packaging strategy implemented for 21-22 and to discuss needed adjustments for the 22-23 cycle. We had very minor adjustments to our packaging strategy for the 22-23 awarding cycle. Some of the areas of noted success from Credo for the 21-22 cycle included the following:

- Enrollment goals exceeded and discount rate reduced in an incredibly difficult environment. NGU recognized enrollment growth that was not realized by most other private, faith-based institutions.
- Timeliness of initial packaging and ongoing/consistent package production.
- Controlled the stackable spending of many institutional aid programs through enhanced process timing and reduced award amounts.

Quarter 3

December Commencement Ceremony

In partnering with several areas across campus, the fall ceremony was a success. We continued some of the C-19 precautions from prior year events, including no processional for students or faculty.

Student Tracker – Clearinghouse Service

We finalized set up for Student Tracker through the National Student Loan Clearinghouse. This system allows us to track and gain insight as to which schools students may be transferring to when they cease enrollment with us prior to degree completion. This tracking tool will also allow for VP White to track and gain insight as to which schools students attend after initially being accepted at NGU.

Quarter 4

New Catalog and Curriculum Platform

In partnership with Academics and IT Services, we signed a contract with Watermark for the catalog and curriculum management platform. The platform will:

- Produce an online catalog that is NGU branded and ADA compliant (current catalog is a pdf).
- Decentralize the updating process of the academic catalog and provide a more efficient workflow.
- Provide timely and interactive information for students as they navigate administrative academic requirements.
- Improve workflow and tracking for curriculum proposals.

We will begin integration in June, which will then help us launch the 2023-24 academic catalog in the new platform (6-month integration process).

Endowed Scholarship Process

In partnership with the Business Office and Advancement, we finalized set up steps in establishing a new approach to the management of endowed scholarship funds to assist with donor engagement. The financial aid team identified all scholarship recipients based on available funding for 21-22 AY. Students received an email notification letting them know that a portion of their NGU scholarship assistance was funded by a specific donor. In this same notification, students were requested to submit an online bio form providing general information about themselves and to include a note of "thanks" that can be presented to the donor.

Higher Education Relief Fund (HEERF)

All funding provided through the three HEERF funding programs was fully expended as of Spring 2022. Grant consideration for students was based on those with financial need as demonstrated by the EFC from the corresponding FAFSA year. The grant amount provided to students varied and was based on EFC, program level, and guidelines provided by the Department of Education.

HEERF Program	Semester	Total Amount Distributed	Students Assisted
CARES	Spring 2020	\$1,182,200	1,079
CRRSAA	Spring 2021	\$1,038,600	1,583
ARP	Fall 2021	\$1,546,600	1,660
ARP	Spring 2022	\$1,587,046	1,519

April Commencement Ceremony

In partnering with several areas across campus, the spring ceremony was a success. We continued some of the C-19 precautions from prior year events, including no processional for students or faculty. Some of the improved set-up from the prior year continue to aid in creating a more robust and professional event, including the purchase of the new stage and video/audio rental items. This year, we added a brief fireworks display, and set up our mobile campus store for guests/students to purchase NGU items.

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. Below is a summary of collection efforts as of the end of the 21-22 AY.

ConServe Collections

Date	Accounts Placed	# of Accounts	Write-offs/ Adjustments	Statue of Limitation Reached	Paid	Outstanding	Collection Cost Pd by NGU	Collection Cost Pd by Student
5.1.22	\$ 838,394.17	173	\$ (7,408.68)	\$ (202,603.74)	\$ (84,591.69)	\$ 610,990.53	\$ 13,302.57	\$ 2,072.01

Internal Collections

Date	Agreements	# of Accounts	Paid	Sent to Collections*	Outstanding
5.1.22	\$ 284,378.46	53	\$ (133,451.19)	\$ (82,879.47)	\$ 68,047.80

Total in Collections

Date	# of Active Accounts	Paid	Active Outstanding	Statue of Limitation Reached
5.1.22	226	\$ (218,042.88)	\$ 679,038.33	\$ (202,603.74)

Amounts and counts are YTD totals

**Internal accounts sent to collections are included in ConServe totals*