



# **ANNUAL REPORT**

*to the Board of Trustees*

NORTH GREENVILLE UNIVERSITY

**2023-2024**

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## **President**

Dr. Gene C. Fant, Jr.

### **Objectives for 2023-2024**

- *Continue to bring the COBE / Donnan Capital Campaign to a successful conclusion. (Hold Over from 2022-23).*

**Met.** The campaign will continue for another year to backfill institutional resources used in the building, but we have raised c. \$7MM in funds on the \$10MM project and were able to build it with no long-term debt and only cashflow cycles of drawdowns on the Ameris Line of Credit. This is the largest single capital project completed in institutional history and the largest single advancement initiative brought to conclusion. Two gifts / pledges exceeded \$1MM and numerous others landed at the \$100k+ level. We anticipate continuing to apply unrestricted gifts to this account until fully funded. FY24 donations of \$6.7MM set a university record for giving in a single year.

- *Produce a report to the board on recommendations related to a sustainable financial model and what operational needs will be required to position the university for long term success. (Hold Over from 2022-23).*

**Partially met.** The number of transitions in leadership this year, combined with the transitions last year, again delayed this study's final completion, but we have continued to study sustainability models for traditional, non-traditional, and auxiliary operations. We hope to conclude during the next fiscal year, particularly as this intersects with the development of the next strategic plan.

We continue to develop robust data sets that would let us research NGU's actual financial and enrollment counts, data sets that will allow us to be more sophisticated in our financial modeling and projections.

- *Begin the process of preparing for a new strategic plan.*

**Met:** Four elements launched this process:

- We are finalizing the NGU2025 Plan, determining if we have any elements that need to be rolled forward. We anticipate bringing a final report to the board in the coming year.
- As we completed the Plaster project and numerous smaller capital projects, we invited our campus master planning consultants, Derek+Edson, to visit campus to evaluate our progress and develop priorities for the next phases of capital projects.
- Dr. Baker has joined the team in academics and is preparing a review of academic programs and operations in order to begin evaluating priorities for the next strategic plan.
- We are preparing for a major capital campaign that will dovetail with the next strategic plan in order to provide resources for the strategic plan.

- *Begin the process of preparing for a major capital campaign launching in 2025-2026.*  
**Met:** The campaign for Plaster has been of significant importance because it demonstrated the university's ability to complete a major capital project after numerous previous projects foundered (particularly the equestrian, chapel-arena, and science building ventures). Plaster was completed with excellence, panache, and a spirit of excitement. It is a signature project that will lead to other signature projects that are linked directly to the next strategic plan and the campus master plan. The next phase of campaign development will be the specific goals and the cultivation of a donor plan, both for large gifts and estate gifts. The president is co-leading a travel experience to Greece in 2025 that we hope will assist in cultivating these long-term gifts (and encouraging stakeholders and friends). Over the coming year, advancement will continue to develop and solidify strategies for the major campaign.
- *Explore plans / responses to legal and operational threats resulting from the university's Christ-first mission.*  
**Met:** This is an ongoing objective, seeking to protect the university's Christ-first mission and our operational stability. University Counsel Rayburn is deeply engaged in this work and provides the president and other leaders with updates regularly. As President, I am engaged with multiple partners who assist in this work (IACE, IABCU, SCICU, SCCHE, and ADF in particular), which gives me front row position to plan for and respond to threats. We anticipate that the coming year will provide many new threats and we are working hard to make sure that we are not surprised by crises, even as we prepare to fend off unforeseen challenges. We undertake robust efforts to make sure that the entire community is aware of challenges that relate to our various operations, including regular professional development and community communications initiatives.

### **Objectives for 2024-2025**

- Finalize report to the board on a sustainable financial model and steps to position the university for long-term success.
- Launch a new strategic plan (target dates: 2025-2030)
- Develop the plans for a major capital campaign starting in 2025-2026 and employ parts of the new strategic plan, the campus master plan, and the plans for responding to legal and operational threats to the university's Christ-first mission.
- Explore plans / responses to legal and operational threats resulting from the university's Christ-first mission.

## NOTA BENE:

1. This year concluded two major, multi-year, multi-million dollar projects that have extended the university's pivot to a future-directed stance in image and operations:
  - a. In April, the Robert W. Plaster Center for Free Enterprise, the M.C. Donnan Commons and Plaza, and the Donald E. Ward Executive Suite were dedicated and opened to rave reviews. This \$10MM+ signature building renovation was executed without long-term bank-issued debt and sets the tone for future major capital projects. Visitors to campus are repeatedly stating that the building has caused them to rethink their perceptions of NGU, along with the other improvements to campus (totaling over \$30MM in capital investments, again with no long-term bank-issued debt). The visual improvements to the Tigerville campus core are worthy of the university's role as a leading Christian college.
  - b. In May, the university revealed the new athletic mascot, trading "Crusaders" for "Trailblazers," with "Blazer the Fox" serving as the avatar of the brand. This project was started as early as 2016, prior to my arrival on campus. We worked diligently to review the mascot, to develop a plan to launch a new one, and to produce a "launch" that required minimal immediate cost. As uniforms and competition venues were updated, we employed holding positions (such as "The Ville") to minimize costs and spread them across budget years. About \$200,000 is budgeted in FY 25 to conclude the shift, but the total cost has probably been between \$2-3MM, including changes to uniforms, scoreboards, playing surfaces, and other branding, which were taken care of in a careful rotation related to maintenance and planned rotations. Response has been overwhelmingly positive, especially from current students and stakeholders involved in missions.
2. No Baptist university related to Southern Baptist life—and especially SCBC life—is now more engaged in denominational life than NGU. We have multiple faculty, staff, and alumni serving in leadership positions at the national, state, and local level. Our goal continues to be serving the churches of our stakeholder communities, even as we serve the larger kingdom, modeling irenic, orthodox passion for the gospel, missions, and evangelism, along with robust discipleship and deep engagement with the organizations of the non-church society. This is a direct fulfillment of our mission of equipping transformational leaders for church and society.
3. NGU leads continues to be one of the quiet success stories of the university. Jill Rayburn is leading with excellence, and this program has already become a prime source of personnel for strategic opportunities in university employment. We are very excited to see this program continue to benefit the university and

the sector as a whole. We believe in being open-handed with this program, as its graduates have already become leaders in other institutions and regional organizations, extending our network of influence.

4. In the past two years' evaluations, the board leadership asked me and EVP Grimm to reconsider the staffing of the executive suite. With Ginger Lewellen's unexpected transition and the move to the new physical space, Kelly Hodge has undertaken expanded duties as the senior assistant to the EVP and the president's office now has Angie Watson handling office matters and Stuart Floyd serving as my personal assistant. These moves significantly improve efficiency and operational capacity for the suite and its activities. Additionally, the First Lady has volunteered full-time for the university for seven years; this year we added a Director of Hospitality, Kimberly Stokes Morgan, to the advancement team to free the First Lady from many of these volunteer duties.
5. While my report generally calls attention to the importance of EVP Grimm's service to the university, this year saw him undertake the execution of three significant functions on top of his other "regular" duties:
  - a. The opening and dedication of the Plaster Center for Free Enterprise.
  - b. The development and launch of the new athletic mascot.
  - c. Executive searches for the Athletic Director, the Vice President for Finance and Administration (still underway), and the Vice President for Campus Enhancement Services.

**Exhibit A:**

***University Representation***

**Preaching / Speaking / Service / Travel June 21, 2023 to June 20, 2024**

--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***

- 28: **International Alliance for Christian Education (IACE) board meeting (Zoom)**
- 28: **Donor Dinner**
- 29: **SCICU Executive Committee (Zoom)**

***July***

- 12: **Foundation Consultation**
- 17: **Hosted new SCBC Executive Director Tony Wolfe on campus**
- 19: **Donor breakfast**
- 24-26: **Prayer Retreat**
- 30: **Preach at Concord BC (Anderson, SC)**
- 31: **SC Tuition Grants Commission (Zoom)**

***August***

- 2: **Planning meeting with First Presbyterian (Greenville) for art exhibition**
- 3-4: **New Commissioner Orientation / August Meeting at SC Commission on Higher Education (Columbia)**
- 8: **SCBC Nominating Committee (Columbia)**
- 16: **SCICU Presidents Council (Zoom)**
- 18: **Fall Convocation Address**
- 21: **Hosted Rep. Timmons for Donnan tour**
- 25: **SACSCOC meeting (Zoom)**
- 25: **Ashmore Funeral**
- 28: **Rep. Duncan BBQ event (Anderson, SC)**
- 29: **SCICU Public Policy Committee (Zoom)**
- 31: **Alumni Event / Football vs. Charleston Southern (Charleston, SC)**

***September***

- 6-7: **SC CHE meetings (Columbia, SC)**
- 11: **Conference Carolinas Meeting**
- 13: **Recorded podcast (Cleveland, SC)**
- 14: **Donor tour of Donnan**
- 16: **Hosted Sullivan Box @ Football**
- 19: **CMSF Fall Dinner**
- 20: **Faith Leaders Event (Houston, TX)**

- 21: Donor Dinner and Tour of Donnan
- 22: NGU Leads Commissioning
- 24: NGU Report at Allendale / Hampton Baptist Association (Varnville, SC)
- 25: Prayer Retreat
- 26: Child Evangelism Fellowship (Greenville, SC)
- 27: Tour of Brashier Campus with CEO, St. Francis / Bon Secours
- 28: Impact 360 Institute Board of Education (Pine Mountain, GA)
- 29: NGU Players' A Year with Frog and Toad
- 30: Hosted Sullivan Box @ Football

**October**

- 2: Donor visit (Hendersonville, NC)
- 3: SCBC Board meetings (Columbia, SC)
- 4: Prayer Retreat
- 5: Tour of Donnan
- 5: Red Carpet Gala
- 8: Tour of Donnan
- 9: Conference Carolinas Fall Meetings (Greenville, SC)
- 10: SCICU Annual Meetings (Anderson, SC)
- 11: Donor Breakfast
- 11: Video Recording of SCBC Annual Report
- 12: SC CHE meeting (conference call)
- 19: Board of Trustees meeting
- 22: Preach Homecoming Service @ Northside BC (Rock Hill SC)
- 26: Commission on Higher Education (CHE) (Zoom)
- 26: Liberty University Inauguration (Lynchburg, VA)
- 27: NCAA – Conference Carolinas Meeting (Zoom)
- 27: Marion Moorhead Golf Tournament
- 27: Alumni Recognition Banquet
- 28: Homecoming Events, including Football vs. MC
- 30: Donor Tour of Donnan

**November**

- 1-2: CHE (Zoom)
- 3: Faculty – Staff Chapel
- 3: Foundation Consultation
- 3: Senior Night @ WVB
- 4: Hosted Sullivan Box @ Football vs. Shorter
- 6: Donor breakfast
- 6: Lunch with management team at St. Francis / Bon Secours
- 6: MBB vs. Furman
- 8: Prayer Retreat
- 9: Donor Tour of Donnan
- 9: Hendricks Foundation Scholarship Luncheon
- 10: Donor Breakfast
- 10: Donor Tour of Donnan



- 10: Dinner & Show with Donors
- 11: Baseball Banquet & Ring Celebration
- 12: Burns Funeral
- 13-15: South Carolina Baptist Convention Annual Meeting (Shandon BC)
- 16: Donor Tour of Donnan
- 17: Donor Tour of Donnan
- 21: SCICU Meeting (Zoom)
- 28: Conference Carolinas (Zoom)
- 29: Donor Breakfast
- 29: Donor Tour of Donnan
- 30: Donor Tour of Donnan

**December**

- 3-5: SACSCOC Annual Meeting (Orlando)
- 4: IABCU Board of Trustees (Orlando)
- 6: Prayer Retreat
- 7: Christmas Open House
- 8: Fall Commencement, with the Rev. Wes Church (FBC Columbia)
- 9: Tigerville Christmas Parade
- 11: Donor Tour of Donnan
- 12: SCICU Public Policy Committee
- 13: Secondary School Counselor Connect
- 13: Donor Visit

**January**

- 3: Prayer Retreat
- 5: SC Citizens for Life Banquet (hosted table for Lt. Gov. Evette; Columbia)
- 17: NGU Chapel
- 18: Commission on Higher Education (Zoom)
- 28-31: Prayer & Planning Retreat
- 30: CMSF Winter Banquet

**February**

- 1: CHE (Columbia SC)
- 7-9: IACE Board of Directors and Annual Meeting (Ft. Worth, TX)
- 14: Prayer Retreat
- 14: SCICU (Zoom)
- 15: Board of Trustees
- 16: Dinner and a Show
- 19: Hosted Judge Alex Kinlaw
- 21: Donor lunch
- 22: SCBC Impact Conference (Church at the Mill)
- 22-23: David Bahnsen Dinner and Lecture
- 23: CHE Meeting (Zoom)
- 25: College of Education Torch Passing Ceremony
- 27: CHE Meeting (Zoom)
- 27: NGU Hymn Sing

- 28: [Basketball Senior Night Recognition](#)
- 29: [Dessert Fellowship for Kalos Scholars](#)

**March**

- 1: [Mysterion Event / Makoto Fujimura Lecture \(First Presbyterian Greenville\)](#)
- 3: [Bicentennial Celebration, Mountain Creek BC, Travelers Rest](#)
- 4-5: [Worldview Week \(hosted speakers, Drs. Katie McCoy and Jason Thacker\)](#)
- 5: [SCICU meeting \(Zoom\)](#)
- 6: [Prayer Retreat](#)
- 6: [Meeting with World News Group Executive Team \(Asheville, NC\)](#)
- 7: [CHE meetings \(Columbia\)](#)
- 11: [Hosted Gov. Tate Reeves \(R-MS\) and family on campus](#)
- 12: [SC Tuition Grants Commission meeting \(Zoom\)](#)
- 18: [Hosted SC Rep. Adam Morgan \(candidate for Congress\)](#)
- 18: [Faith at Work Business Symposium Dinner and Lecture](#)
- 19: [SCBC Nominating Committee \(Columbia\)](#)
- 19: [Donor Lunch \(Columbia\)](#)
- 20: [Podcast Recording Session with Plexuss Education](#)
- 25: [Charleston Southern University Presidential Inauguration](#)
- 28: [Hosted Rep. William Timmons \(R-SC\)](#)

**April**

- 1: [Conference Carolinas \(Zoom\)](#)
- 2: [Donor Breakfast](#)
- 2: [Crusader Club Golf Tournament](#)
- 3: [Prayer Retreat](#)
- 3: [Donor Tour of Donnan](#)
- 4: ["A Night of Faith & Beauty": Donor event at First Presbyterian Greenville](#)
- 5: [Donor Visit](#)
- 6: [Athletic Hall of Fame](#)
- 6: [Advancement Event with FBC Spartanburg](#)
- 9: [Host Honors Spring Celebration](#)
- 10: [Palmetto Family Council: met with Pres. Steve Pettit, tour of Donnan](#)
- 10: [Brashier Family Tour of Donnan & Dedication of President's Office](#)
- 11: [SCBC Nominating Sub-Committee](#)
- 11-12: [Plaster Dedication Events](#)
- 14-17: [Impact 360 Institute Board of Education / Lecture in Arts & Culture \(Pine Mountain GA and Washington, DC\)](#)
- 16: [SC Tuition Grants Commission \(Zoom\)](#)
- 23: [SCBC Executive Committee \(Columbia\)](#)
- 24: [NGU Retiree Recognition](#)
- 29: [New Mascot Reveal @ Late Night Breakfast](#)

**May**

- 1: [Prayer Retreat](#)
- 1: [CHE \(Zoom\)](#)
- 2: [Foundation Consultation](#)

- 2: CHE Meetings (Columbia)
- 3: Spring Commencement, with Dr. Walter Johnson
- 7: Foundation Consultation & Tour of Plaster
- 8: Donor Breakfast
- 9: CHE Meeting (Zoom)
- 9: Interview with Greer Citizen
- 10: Impact 360 Institute Commissioning (Pine Mountain, GA)
- 15: CHE (Zoom)
- 16: Foundation Consultation & Tour of Plaster
- 16: Speak @ Fire Pit Ranch (Spartanburg)
- 17: Donor Dinner
- 21-22: Conference Carolinas Board of Directors (Spartanburg)
- 25: Hosted SC Family Caucus Pre-Primary Meeting
- 30-31: IACE Board of Directors (Ft. Worth, TX)
- 31-June 2: Kalos Fellows Retreat (Pine Mountain, GA)

**June**

- 2-4: IABCU Annual Meeting (Knoxville, TN)
- 5: SCICU (Zoom)
- 6: SCCHE Meetings (Columbia)
- 7: Prayer Retreat
- 9-12: SBC Annual Meeting (Indianapolis, IN)
- 12-14: Faith and Institutional Investing Summit (Washington, DC)
- 18: SC Tuition Grants Commission Meeting (Zoom)
- 19: Prayer Retreat
- 20: Board of Trustees

***We continue to prioritize regular time away with family:***

- June 30 – July 16: Family vacation in North Carolina
- July 27-29: Trip with brother to Buffalo, NY
- Sept. 1-4: Trip to TX (Gene's family)
- Sept. 22-24: Trip with Lisa (Beaufort, SC)
- Dec. 14-17: Parents in San Antonio
- Jan. 9-15: Ethan's wedding in Boca Raton, FL
- Jan. 19-20: In-Laws in Apex, NC
- Feb. 2-7: Parents in San Antonio
- March 8-10: Lisa's family in NC
- March 22-24: Lisa in Charleston, SC
- April 19-20: Lisa's family in Newport News, VA
- May 28-30: Parents in San Antonio, TX
- June 14-15: Lisa's family in Newport News, VA

## Exhibit B

### External Service Roles

When I arrived at NGU in 2017, a market scan revealed that the institution was a “well-kept secret” outside of the Upstate, even in Baptist circles. Our primary student recruitment area was Greenville and contiguous counties and brand awareness outside of specific circles was low. This is particularly true among professional associations, where historically there was little engagement by faculty or staff in service roles. Utilizing existing networks, we began to seek out opportunities to raise our profile in a number of sectors that intersect with the university and its stakeholders.

These service roles play three important functions for the institution:

1. Being “in the room” as decisions are made that can impact the institution, whether these are in public policy, athletics, accreditation, or legal / religious liberty roles.
2. Being “visible” at the highest levels of associations, which leads to a perception of leadership for the university among other institutions in our sector.
3. Being “relational” in professional circles, which leads to good will and other benefits as the university is perceived as not only a known quantity among other institutions and para-academic organizations but as an institution that produces high-quality leaders. This impacts fundraising in particular.

For the president, these service roles also provide a form of professional development, allowing him to learn about best practices in other institutions and organizations, as well as gaining an overview of marketing and financial strategies that may be of benefit to the university.

While the list is long, much of this is due to the high levels of turnover post-pandemic at the university president level in SC and other sectors. I believe I am the fifth-longest-serving private university president in the state as of Jun 2024. I will begin to reduce this list in 2025 and hope to keep it streamlined in the future to allow others opportunities to serve (and reduce my time away from primary duties). I will add, however, that it is difficult to overstate how the perception of the university has been positively impacted by this work (and the work of many others at the university, particularly in SBC and SCBC life, but by others such as Dr. Cheryl Collier’s service on the SC Board of Education).

### Church Service

- Taylors First Baptist Church
  - Deacon (through October 2026)
    - Crisis Committee
    - Usher Committee

### Professional Associations

- [International Alliance for Christian Education](#)
  - Treasurer, 2017-current
  - Executive Committee, 2017-current
- [International Association of Baptist Colleges & Universities](#)

- Board Chair, current through 2025
- Executive Committee, 2023-current
- South Carolina Independent Colleges and Universities
  - Chair, Presidents Council (2023-2024)
  - Vice-Chair, Board of Directors (2022-2024)
  - Executive Committee (2022-2024)

#### **Para-Academic Organization**

- [Impact 360 Institute](#)
  - Board of Education, 2004-current (in different iterations of form).

#### **Public Service**

- [South Carolina Commission on Higher Education](#)
  - Commissioner (nominated by governor, approved by Senate), 2023-2026, at pleasure of governor.
  - Committee on Academics and Licensure, current
  - Committee on Strategic Planning, current
- [South Carolina Tuition Grants Commission](#)
  - Commissioner, 2022-2024
  - Vice-Chair of Commission, 2024.
  - Executive Committee, 2023-current.

#### **Athletics**

- Conference Carolinas
  - Vice-Chair, Board of Directors (Chair-Elect for term running May 2026-27) Executive Committee (through May 2027)
  - Board of Directors, 2017-current.
- Gulf South Conference
  - Board of Directors (Affiliated Member), 2017-2025 (will end with football affiliation)

## ***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 (Jun 1 – Aug 31)**

#### Donnan Administration Building

Progress continued throughout the building. The furniture was ordered ... special shout out to Ginger Lewellen for her work on this part of the project! Framing of the jewel box entrance was completed. Facilitated review of the project budget and planned cornerstone. Toured prospective donors through the building.

#### CampusWorks Technology Assessment

Facilitated discussion regarding next steps.

#### 22-23 Annual Report

Work commenced on producing the 22-23 annual report for the university.

#### Program Development

Partnership Agreement with OneLife Institute completed, which now results in the 1<sup>st</sup> year program, OneLife, and the 2<sup>nd</sup> year program, OneLifeX, being serviced by NGU.

A tuition exchange program with Impact 360 was initiated.

#### Summer 23 Projects

Approved projects moved forward, including: replaced football turf; replaced dishwasher and pizza oven; replaced Cisco access points; completed renovations of Crusader Court units; painted 21 classrooms; added vehicle to motor pool; demolished Wood D; completed a number of projects at TBC; replaced laptops in OCSS; added wireless iPads to OCSS vehicles; added remote window shades in Turner; renovated the piano lab in Hayes Fine Arts.

#### 199 Hunt

Agape House plans were reviewed by the city of Greer. Demolition and construction commenced upon execution of the lease.

#### SCBC Archives

The office supported successful efforts to solicit funding from the South Carolina Baptist Convention to create a convention archive on the NGU campus. Work began on an

agreement governing the transfer of the archive materials and establishment of the archive.

#### Tigerville Operations

Successfully completed FUGE. Of the 5343 participants, 209 made professions of faith, 186 made rededications, and 64 committed to full-time vocational service.

Slingshot book delivery surfaced several issues, leading to clarification of responsibility and process.

#### Greer Operations

Several projects were completed, including re-furnishing of the PA library.

### **Quarter 2 Quarter 2 (Sep 1 – Nov 30)**

#### Donnan Administration Building

Work continued on the building. Interior design decisions were facilitated. Allison Powell and Kelly Hodge worked on a plan for building artwork. The sheetrock was hung and painting began, interior stairs were installed, and the jewel box concrete was poured. Glass installation began, the mural was uncovered, and the façade was systematically cleaned. Toured the building with Smashink to identify areas requiring signage, and they are preparing proposals for signage, branding, President's wall, mural decoding, and naming of the Executive Suite. Met with Hood and Network Controls to reevaluate the security cameras and address issues with HVAC. Interior Landscapes toured the building to give us a proposal for greenery installation and maintenance. Initiated contingency planning for January '24 classroom use. Fire Marshall approved move in.

#### NGU2025

The FA23 update to the strategic plan was facilitated.

#### 22-23 Annual Report

Final preparations were made for the publication of the 22-23 Annual Report and distributed to the Board in advance of the October board meeting.

#### Mascot Development

Three firms were interviewed to assist with the development of a new mascot for the university. Rickabaugh Graphics, out of Westerville, Ohio, was selected. A committee of six representatives, including faculty, staff and students met on October 18 to provide feedback and serve as a focus group for Rickabaugh as we move through this process. The project was expected to run through the spring semester, with an unveiling plan to be released at that time.

### Purchase of 2416 Hwy. 414 Property

Purchase of the home was facilitated by the office. Due diligence was completed; Sept 30 close.

### Hayes Fine Arts Center Renovation Project

Proposals for the Piano Lab and Recital Hall renovation were received. The team met bi-weekly to check-in to ensure open communication and productivity.

### Baseball Hitting Facility

Meetings were held to discuss proposals for a new building to provide cover for batting cages. A donor indicated he will cover the costs of the projects. An architect has been secured for conceptual design and efforts are underway to get the project started as soon as possible, contingent upon donor engagement.

### 199 Hunt

Work continued on the Agape House project.

### Tigerville Operations

Eddie Fisher became certified to be an AED/CPR + instructor and began offering courses.

DHEC inspected the dining hall, which received a 96 score.

A mobile store was created and put into service beginning with the fall football season.

### Greer Operations: Vicki Hatchell

The AED's were inspected. Vicki Hatchell transported donated items to Greer Fire Department and Greer Relief on September 5.

Vicki Hatchell met with the Patriot's 5K planning team.

A new transformer was installed by CPW.

## **Quarter 3 (Dec 1 – Feb 28)**

### Donnan Administration Building

Donnan punch work began with representatives from Hood, Interior Elements, JLL, and Equip. We received the temporary CO in late December. Interior Elements began furniture installation. Installation of pavers and landscaping began. Classes began meeting in the building on January 22; responses were overwhelmingly positive. Executive offices were occupied in February.

### Board Orientations

An orientation of the incoming Chair was conducted in December; new members were oriented in January.



### AD Search

A committee was formed to conduct the AD Search. It was comprised of Hannah Hill (student-athlete), Rich Grimm (chair), Ron Hewitt, Kelly Hodge, Eddie Martin (alumnus), Greg Mosely, Jill Rayburn, and Jeff Williams.

### Hayes Fines Arts Center

Renovations and updates were concluded in Hamlin Recital Hall and in Piano Lab (M10). Many thanks to the team that facilitated the project, including Mick Daniel, Eddie Fisher, Kelly Hodge, and Billy Watson.

### Kalos Scholarship

The office facilitated the review of the 2024 funding agreement, which has been approved by NGU and is in the process of being completed by the Grantor.

### NGU2025 SP25 Update

Work began on the NGU2025 SP25 update.

### Mascot Update

On Monday, December 11<sup>th</sup>, a special committee meeting was held to review the initial proposal of the new branding project. Rickabaugh Graphics presented nine options, and the committee members provided feedback and direction.

### Teaching Fellows

The office began resourcing efforts to prepare a proposal to CERRA regarding participation in the Teaching Fellows program.

### Tigerville Operations

Spring book distribution process greatly improved.

Pipe and drape purchased for university and conference services use.

A coffee service area (Donnan Coffee Spot) was opened in the renovated building.

### Greer Operations

A successful blood drive was held on campus. A bicycle rack was installed.

## **Quarter 4 (Mar 1-May 30)**

### Plaster Center

Over Spring Break, the sidewalks and stairs in front of the building were replaced. The history mural, mosaic description, Donnan tribute wall and Donnan Commons signage were produced. The Robert W. Plaster Free Enterprise Center signage on the front and back of the building was installed. The dedication was held on Friday, April 12, at 10AM followed by a luncheon for donors and other important contributors, as well as lunch on

the grounds for the community and student body. Particular appreciation is expressed to Kelly Hodge for her many efforts in supporting the Plaster Center Project.

#### Kalos Scholarship

The university was invited to submit a funding proposal for the fourth cohort of Kalos Scholars. Three requests for information from Calvin Edwards Associate on behalf of the foundation were submitted. An additional request from Brown-Locoy Advisors was also fielded.

#### New Mascot

The new mascot was released to the ELC, head coaches, athletics/advancement board committee, and Executive Committee. It was then released to the community on April 29. The response was very positive. Many thanks to the committee who shepherded this part of the project, including Lance Calcutt, Dustin Fuls, Rich Grimm, Brittany Hendrix, Kelly Hodge, Lamont Sullivan, and Jeff Williams.

#### Derck & Edson

An engagement letter to refresh the Campus Enhancement Plan was executed. The refresh kicked off with a campus visit on April 23.

#### CampusWorks

An addendum to the agreement providing for an assessment of progress was approved. The ELC was interviewed as part of the assessment. The tech assessment was completed in late May. After conducting interviews with key stakeholders, briefings were held to share their findings with the leadership and IT Department.

#### AD Search

Interviews with the three internal candidates were conducted, and the members of the search committee selected several external candidates from the applications received. Applicants were interviewed over the course of several weeks. Mr. Will Lowrey from Blue Mountain Christian College was recommended to the president.

#### CFO Search

The office began resourcing the search for a new CFO. CarterBaldwin has been engaged to manage the search. A screening committee comprised of David Charpia, Rich Grimm (chair), Jonathan Kiesler and Rachael Russiaky was formed.

#### CES Transition

Kyle Walden assumed interim leadership of the unit beginning May 4.

#### FY25 Capital Project List

Work on approved projects has commenced. These include: Vandiver Res Hall renovation; landscape enhancements; Bruce Hall Roof replacement; new fire alarm

system at TBC; numbering of buildings; replacement sprinkler heads in Martin; baseball hitting facility.

#### Impact 360 Tuition Exchange

An exchange program MOU was finalized with Impact 360. The exchange goes into effect FA25.

#### Tigerville Operations

Two audits were conducted on the CFA; a gold was received on the SteriTech audit.

The Homeschool Expo was held on May 18.

#### Greer Operations

The "Glad to be a Grad" event for the undergraduate education students was held on the Brashier Campus on Monday, March 4.

The Hispanic Bible Institute met at the Brashier Campus on Saturday, February 17, for the first time in 2024. They had 16 attendees which included 2 instructors.

## ***Provost and Dean of University Faculty***

Dr. Hunter Baker

### **Introduction**

NGU was recognized by the US News and World Report in the rankings that were released on September 18<sup>th</sup> as moving up two spots, placing 36<sup>th</sup> out of 135 schools for the Best Regional Universities in the South. NGU also remains a top performer for social mobility, ranking 22 out of 135 schools. These rankings place NGU in the top 10 for South Carolina universities.

The university graduated 168 students in the fall and an additional 301 students in the spring. It is appropriate to begin this report with those numbers because each of those graduates represent the fruit of the kingdom work our faculty undertake each year. As we celebrate the achievements of those who make it all the way through our programs, we stand in continuity with the servants of the Lord who have worked at North Greenville in its various stages of development for over 125 years. We pray that God will continue to bless the work of our hands and will bring us the resources and the people needed to sustain (and hopefully even expand) our work in the light of our greater mission to glorify God by equipping transformational leaders for service to church and society.

### **Faculty Statistical Breakdown**

We begin the coming academic year with 151 FT members of the university faculty. Of that number, 127 are instructional full-time faculty members for whom teaching constitutes half or more of their contractual responsibilities. We have 21 administrative faculty, for whom administration constitutes more than half of their contractual responsibilities. We also have three librarians, who are considered faculty for accreditation purposes. Our FTE for instructional staff is 150. At present, 77% of our faculty are terminally degreed in their respective fields. Our published student-faculty ratio is 13-1, although our actual ratio is closer to 16:1 when administrative responsibilities are factored in.

### **New Hires beginning in 2024**

- Ihssan Ahlkadi (Ph.D.), Computer Science
- Hunter Baker (J.D., Ph.D.), Provost and Political Science
- Sean Bradley (Ed.D.), Music
- Robbie Collins (ABD), Music
- Mary Jane Farmer (Ph.D.), Psychology
- Joshua Formanek (MPAS), Physician Assistant
- Matthew Hirt (Ph.D.), Intercultural Studies
- Aaron Mood (Ph.D.), Chemistry
- Kim Moon (MPAS), Physician Assistant
- Carson Moore (DMS), Physician Assistant
- Lian Warner (MLIS), Library

## **Promotions**

- Kris Ahler, Criminal Justice, promoted to online program director in Criminal Justice
- Mark Bjornsen, Physical Education, Assistant to Associate Professor
- Kayla Black, History/Honors, Assistant to Associate Professor
- Karyn Campbell, Communication, Assistant to Associate Professor
- Greg Graf, Music, Assistant to Associate Professor
- Robert Hucks, Business, was named Chair of Management and Marketing
- Martin Jones, Business, Assistant to Associate Professor, (also named Associate Dean in the College of Business and Entrepreneurship)
- Jeff King, English, Assistant to Associate Professor
- Tracy Kramer, Business, named Dean of Online Programs.
- Randall Moss, Education, named Director of the Ed.D. program.
- Brendan Payne, History, Assistant to Associate Professor
- Jeff Rankin, Christian Studies, named acting Dean of the College of Christian Studies.
- Staci Rollins, Criminal Justice, Assistant to Associate Professor (also named chair of the new Criminal Justice department)
- Allison Simon, Physician Assistant, Assistant to Associate Professor

## **Retirements and Other Departures**

### **Retirements**

- Lee Mitchell (Physical Science) – retired after spring 24
- Brent Coppenbarger (Music) – retired after spring 24
- Walter Johnson (Christian Studies) – retired after spring 24
- John Williford (Communication) – retired during summer 24

### **Other Departures**

- Ben Coates (Spanish)
- David Entrekin (Business)
- Kristy Hammett (Education)
- Joanie Kendall (P.A.)
- Steven Pearce (Health Science)
- Darian Washington (Music)

## **Highlights from the Year**

### **Faculty Development**

2023-2024 was the first year new Dean of Faculty Excellence Donny Mathis had orientation of faculty as his primary responsibility. In that role, he constructed a rich program that will only grow more helpful and productive as he refines it in response to experience and feedback. This report incorporates Dr. Mathis' description of his efforts. Dr. Mathis' work is

extremely important for the university because it shapes a new faculty member's perception of the university, its mission, and their work with students.

Connecting first-year faculty with the North Greenville University's mission of "cultivating transformational leaders for church and society" is the goal of the Center for Faculty Excellence's program for them. In the 23-24 academic year, this goal was pursued through New Faculty Orientation, Faculty Essentials, the First-Year Faculty Reading Group, and faculty mentors.

The goal of the New Faculty Orientation is to introduce new faculty to the mission of the university, academic resources essential to classroom teaching, student success services, and the layout of the Tigerville campus and to connect new faculty with one another, their deans, faculty hired in recent years, campus stakeholders outside of Academics, and those who serve in the Office of Academic Administration.

The Faculty Essentials gatherings are intended to articulate the mission of the university both to new and continuing faculty members through an emphasis on the four core values of the Center for Faculty Excellence and to provide social gatherings through which new faculty can get to know one another better and can meet faculty members who do not serve in their departments or colleges. During the past academic year, the first Faculty Essentials gathering gave new faculty members an opportunity to meet President Fant in a more relaxed atmosphere than their interviews. This allowed them to hear about how the Lord worked to bring him to NGU, to learn more about his vision for the university, and to ask him questions that will help them understand the mission of NGU so that they can align their work to it. The remaining gatherings were Panel Discussions that focused on pursuing excellence in teaching; research; integrating faith and learning; and service to the campus, church, community, and culture.

In the First-Year Faculty Reading Group, Dr. Mathis gathered with new faculty members monthly to discuss a selection from *Faithful Learning* by Jacob Shatzer. These gatherings served the purpose of helping new faculty to think carefully about the central theological tenets of the Christian faith, to consider how these theological themes intersect with their academic disciplines at both a philosophical and functional level, to receive help with any challenges that have arisen for them, and to grow in their relationships with one another.

Each new faculty member was connected with a faculty mentor chosen by their individual deans. These mentors are expected to meet with new faculty members and to serve as a resource for them so that they can grow in their understanding of the university's mission and to have a person within their colleges to help them navigate academic advising and other responsibilities that must be carried out as an NGU professor.

### Selected Faculty Achievements

- Dean Walter Johnson retired after decades of service as the founding dean of the College of Christian Studies. NGU honored him with an honorary doctorate (Doctor of Divinity) and hosted him as the commencement speaker.
- Dr. Martin Jones attended the Annual Conference of the Christian Business Faculty Association in November where he presented the following papers:
  - *Preserving Academic Integrity In The Age of Artificial Intelligence: Redesigning Courses To Mitigate AI-Assisted Plagiarism.* Presentation. CBFA Annual Conference. November 2023.
  - *Work As Post-Pandemic Worship: The Urgent Task of Formulating a Theology of Work for Today.* Presentation. CBFA Annual Conference. November 2023.
- Dr. Martin Jones presented “Haibrid Education: A Vision for a New Era of Learning in the Wake of Artificial Intelligence. For the Cengage webinar: Exploring GenAI in Higher Education (Cengage) in February 2024. (“Haibrid” is a term of Dr. Jones’ creation that incorporates AI, artificial intelligence, with hybrid.)
- Dr. Jones also published “Preserving Academic Integrity in the Age of Artificial Intelligence: Redesigning Courses To Combat AI-Assisted Plagiarism,” *International Dialogues on Education Journal*, Spring 2024.
- Dean John Duncan was selected as Member of the Year for his C12 Forum in Greenville, SC. Dr. Duncan was also the speaker at the inaugural meeting of the South Carolina Christian Consortium in May.
- Matthew Hirt, Assistant Professor of Intercultural Studies in the CoCS, helped train around one hundred college students who are currently serving in various missions contexts around the world for the summer through a program of the IMB. Nehemiah Teams is a student mobilization effort through the International Mission Board.
- Dr. Karyn Campbell – Journalism advisor, NGU Vision Media received the College Media Association's Distinguished Adviser award for 2023.
- Dean Web Drake was inducted into the International Public Debate Hall of Fame this spring.
- Under the direction of Megan Hollifield, the Worship Studies program led worship at the South Carolina Baptist Convention.
- Amy Dunlap and Dr. Cheryl Greene’s production of *Jane Eyre, the Musical* enjoyed a sold-out run. It was the first sold out show since COVID.
- Dr. Wright, Dr. Caukin, and Dr. Vinson’s publication: *Entering a New Frontier: AI in Education* <https://libjournals.mtsu.edu/index.php/ijwc/article/view/2453>
- Dr. Wright and Dr. Caukin - publication on self-care for teachers <https://libjournals.mtsu.edu/index.php/ijwc/article/view/2044>
- Dr. Wright, Dr. Caukin and Dr. Vinson presented on artificial intelligence before the Beta Kappa chapter of the Delta Kappa Gamma Society.
- Dr. Lori Vinson obtained signed articulation agreements with 16 state technical colleges.
- Associate Dean for Humanities and Social Science, Dr. Cheryl Collier, serves on the State Board of Education.

- Dean Thompson serves on the boards of Christian Freedom International, Lead Academy Public Charter School, and the Conference on Faith and History, where he leads their Secondary Education initiative.
- Dr. Lucas Nossaman signed a contract with Bloomsbury Academic for his forthcoming book titled: *Divine Cosmos: Humboldt's Ecology in Nineteenth-Century American Literature*.
- English professor Dr. Rachel Roberts co-authored *Deep Reading* with Baker Academic in May. Baker Academic is one of the best Christian publishers in the United States.
- Dr. Paul Yandle presented "'Back of Every Ballot is a Bayonet': Thomas Dixon and his case for the Establishment of One-Party Authoritarianism in The Leopard's Spots" at Nineteenth Century Studies Association in Louisville, KY, March 16.
- Dr. Brendan Payne presented "Gin Crow: White Evangelicals, Alcohol Prohibition, and Jim Crow" at Organization of American Historians in New Orleans, LA, April 12.
- Dr. Jong Eun Lee of Political Science is frequently sought out by the media for commentary or translation by such venues as *Newsweek*, Singapore News Station radio podcast, and NPR. The provost's office is happy to announce that our investment in the visa process for Dr. Lee has paid off with a three-year visa. We are thrilled.
- Dr. Nigel Basta of Cybersecurity published *Pen Testing from Contract to Report* with Wiley Publishing, one of the largest academic publishers in the world.
- Dr. C. Brian Crane of Mathematics published "Relational Quantum Mechanics and Intuitionistic Mathematics" in *Foundations of Physics*.

#### Selected Student Achievements

- The Physician Assistant (PA) program achieved a 96% first time PANCE pass rate with 100% passing the exam.
- Five NGU students, Ciara Mace, Reagan Bales, Silas Losh, James Ferro, and Carolina Busch, participated in the European Innovation Academy (EIA) in Porto, Portugal during July and August. Dr. Robert Hucks led this group and mentored them during this life-changing experience. Two of the students were on teams who placed in the top 10 during the pitch competition at EIA. The students earned academic credit through the University of Porto for this entrepreneurial incubator experience.
- Two significant accounting firms specifically said they are looking to recruit more of our students because they have found a unique combination of character and academics that NGU graduates possess. There are other relationships in development.
- Trey King, a 2022 graduate, was ordained to the gospel ministry on May 19 at Heath Springs Baptist Church. Drs. Johnson, Melton, and Rankin participated in the ceremony. He joins the legion of pastors and missionaries in service around the state and beyond.
- Ten students under the tutelage of Dr. Frankie Melton went out to preach in SC Baptist churches in the spring. A student in the spring practicum course organized and led an academic lecture on the topic of Angels in the Mission Control room at NGU.
- Faculty and student work was displayed through May for *Emergence: A Survey of Southeastern Studio Programs* at the Bascom Center for Creative Arts in Highlands, NC.



- Faculty and student work was on display at the Main Spartanburg Library for the *12th Annual Collegiate Invitational Art Exhibition* beginning in March 2024 and ending in May 2024.
- 100% of Broadcast Journalism graduates landed jobs as reporters, anchors and producers at television stations in Georgia, Louisiana, Mississippi, Tennessee and South Carolina.
- Grace Myers (Digital Media '22) was named Public Relations Student of the year by the South Carolina Chapter of the Public Relations Society of America.
- Nelson Shwe (Digital Media '24) – won the Pinnacle Award, National College Media Association - Best Arts and Entertainment Story and Best Photo Package, small school division.
- Caroline McNeely and Nelson Shwe won student awards for photography from the SC Student Press Association.
- Alyse Barrett, Sarah Delanuez and Carmen Wells were offered summer internships by various theatres.
- Renee Drake won the Makeup and Wig competition at the Southeastern Theater Conference for her original makeup and prosthetics designs from *A Midsummer Night's Dream*.
- Several College of Education graduates received awards in the 24-25 school year. Frances McNeely of Wade Hampton High School was a top ten finalist for Greenville County Schools. Dr. Anthony Poston of Pleasant Hill Elementary STREAM was a top three assistant principal in the Georgetown School District. Dr. Ashley Kennerly of Sixes Elementary was named District 13 PTA Outstanding Principal in Georgia. Paige Campbell was named District 5 Induction Teacher of the Year.
- The Biology department has alumni headed to Campbell Medical School, South Alabama Medical School, the Masters in Biomedical Science at Duke University, the physical therapy program at Lebanon Valley, and to the University of Georgia's Veterinary School.

#### Selected Program Changes and Development

- Former provost Nathan Finn launched the Institute for Transformational Leadership with responsibility for the graduate program in Leadership in partnership with Impact 360 and Christian Worldview Week.
- Our Intercultural Studies program added two degree tracks: International Immersion and North American Church Planting. The program also added two new minors: Intercultural Studies and Church Planting.
- The College of Christian Studies also added two tracks to its BA in Christian Studies: a Biblical and Theological track and a Practical Ministry track.
- The university approved the launch of a new major in Politics, Philosophy, and Economics.
- The university approved the launch of a post-master's certificate in Educational Administration and Supervision that is designed to equip students with a Master's

Degree in Education with the specialized knowledge and skills in the field of educational leadership.

- Criminal Justice became an independent department within the College of Humanities and Social Sciences.
- New Dean of Online Programs Dr. Tracy Kramer has been undertaking a comprehensive review of the university’s online offerings with the aim of aligning the content of online classes with their traditional counterparts with the purpose of maintaining rigor and content coverage. She has helped bring about substantial progress in achieving that goal. She reports that alignment started in the summer before the start of the academic year and, overall, has gone very well. All of the programs offered in Online Studies were revised and/or re-written to comply with a particular program in the traditional format. The following courses have been aligned with the traditional course or will be completed by the end of summer:

COLL 1325 Academic Success	THTR 1300 Engaging the Arts through Theatre
ENGL 1310 English Composition and Rhetoric	ENGL 2300 Multicultural Literature
ENGL 1320 English Composition and Literature	MATH 1310 College Algebra
HIST 2310 U.S. History to 1865	MATH 1330 Prob and Stats
CHST 1301 Engaging the Biblical Narrative	MATH 1315 Contemporary Math
CHST 1302 Integrating a Biblical Worldview	PSYC 2310 Introduction to Psychology
ARTS 1300 Engaging the Arts through the Visual Arts	BIOL 1310 Scientific Inquiry in a Living World
MUSC 1300 Engaging the Arts through Music	COMM2300 Oral Communication

*All core courses will be aligned for the start of the 2024-25 academic year.*

Provost External Activity

- Concluded a year of service as the chairman of the board for the national organization Braver Angels, which has been covered by major media around the United States.
- Delivered address “The Christian Vision of a Free Government” at Acton University in Grand Rapids, Michigan.

- Recorded podcast on Christians and elections for the Southern Baptist Ethics and Religious Liberty Commission. Also authored essay “Election Triage” for *Light* magazine, which is also published by the ERLC.
- Recorded videos and podcasts for NGU staff use in advertising and orientation.
- Spoke at five commencement/graduation ceremonies in spring 2024, including graduation for Union University, Impact 360 residency, and Spartanburg Christian Academy.
- Co-authored a Sunday essay for *National Review* with Andrew Walker of Southern Seminary.
- Contributed 18 columns and four podcast appearances for *World Opinions/The World and Everything in It* since being named provost-elect and then provost.
- Authored “A Force for Integration: An Appreciation of Donald Schmeltekopf,” *Integration: A Journal of Faith and Learning*, (Winter 2024).
- Participated as part of the editorial teams of *Touchstone: A Journal of Mere Christianity*, the *Journal of Markets and Morality*, and *Integration: A Journal of Faith and Learning*.
- Gave the welcome address “The Romance of Scholarship” at the annual Kalos Scholars retreat in Pine Mountain, Georgia.
- Attended the SBC as part of the NGU team and participated in ERLC activities as a research fellow.
- Recorded a *National Review* Capital Records podcast with David Bahnsen.
- Met with leaders at the Upstate Homeschool Co-op, Spartanburg Christian Academy, and First Presbyterian Academy Shannon Forest to promote North Greenville University programs.

## ***Senior Vice President for Finance/CFO***

Mr. Mike Stowell

The following summarizes certain major activities undertaken by the Office of Financial and Personnel Services over the course of fiscal year 2024. The COVID-19 pandemic heavily influenced the decisions and actions of the last four years. During the most recent year, the impact of the pandemic came to an end with actions taken to secure the receipt of \$9.8MM in Employee Retention Credits (“ERC”). The other significant influence on the University’s finances for the year was the construction of the Plaster Center. The construction efforts required the use of short-term debt, clarified the need for a standing credit facility and, for the first time during the current administration, resulted in the recording of pledge receivables.

As this report is being written, the financial audit is underway, with an anticipated completion date prior to the October Board meeting. Preliminary financial results for the 2023-2024 fiscal year are available in the May Financial Report.

### **Quarter 1 (Jun 1 – Aug 31)**

#### **Finance**

1. FY24 Budget – The completed FY24 Budget was reviewed by the Chairs of the Finance & Audit and Executive Committees, prior to each of these committees recommending approval of the budget. Subsequent to these committee approvals the budget was reviewed and approved by the full Board of Trustees at their June 2023 meeting.

The fiscal 2024 budget contained major improvements over the budgets of prior years. Historically, year-to-day results have been compared to the total annual budget and prior year, year-to-date results. For fiscal 2024, the annual budget was parsed by month using a combination of historical trends and known deviations from historical norms. This provided valuable, additional insight when analyzing year-to-date results throughout the fiscal year.

In addition, changes were made to the FY24 budget to pave the way towards better capital budgeting. The practice of allowing requisitions using balance sheet accounts was discontinued. This historical practice enabled expenditures to go straight to the balance sheets with no explicit view to the funds being used. For fiscal 2024, all capital expenditures were expensed first to an expense account and then capitalized, enabling better reporting and tracking of capital expenditures.

2. FY25 Budget Preparation – Late in the first quarter, the work on the next year’s budget began with the configuration of the Jenzabar FY25 budget worksheets.

3. Banking & Investments

- 3.1. Line of Credit – In mid-June of 2023, with the construction of the Plaster Center underway, the University made its first line of credit draw, in the amount of \$2.4MM. A month later an additional \$2.0MM draw was made. This line of credit was established on July 27, 2022, with an initial available amount of \$6.0MM. On the first anniversary the maximum available amount of credit was decreased to \$5.0MM. This credit facility

is designed such that the maximum available credit declines by \$1MM each year and the facility expires on the fifth anniversary.

- 3.2. Investment Accounts – The University withdrew \$1.1MM of investment funds that were donor restricted for the construction of the Plaster Center. The other significant transaction during the quarter was the reallocation of investments at the Baptist Foundation of South Carolina. Funds were moved to the BFSC Kingdom Fund; a move that the Board committee deemed prudent based on information provided by the BFSC.
- 3.3. Quasi Endowments – A review of quasi endowments was initiated to ensure that the funds were properly categorized. The initial work indicated that some of the funds belonged to permanent endowments, while others are unrestricted gifts.
- 3.4. Ameris – Several small, fraudulent ACH transactions were made against our primary checking account. All funds were recovered or refunded, resulting in no loss to the University. To prevent future occurrences of this type of fraud, a feature similar to positive pay was added for ACH transactions. The implementation of this feature created a minor disruption with some payments issued immediately thereafter. The University worked with its vendors to resolve these issues and maintain good relationships.

#### 4. Insurance

- 4.1. Property Insurance – Looking to improve risk management strategies and increase the value derived from its relationship with Marsh McLennan, the University engaged in a limited appraisal involving 10 key buildings. The appraisals established a benchmark to assist in ensuring that each University building was insured for the proper value and neither over nor under insured. These appraisals also play an important role in controlling the cost of insurance.
  - 4.2. Auto Insurance – The University had a relatively high number of auto-related insurance claims. In the few short months of summer 2023 there were eight auto-related claims involving University vehicles. Roughly half of all vehicle-related claims involved a vehicle colliding with a stationary object, e.g. a parked car, poles, walls, etc. Driver training was implemented, on the Marsh McLennan platform, for all employees who drive as part of their duties for the University. In addition, based on recommendations from both the University's broker and insurance carriers, an effort was undertaken with CES to make incremental changes to the University's driving policy. The initial changes included setting the minimum driving age of 21 and requiring a minimum of three years of driving experience.
  - 4.3. Training – Training is fundamental to reducing workers' compensation, liability and even property claims. Reducing claims ultimately leads to lower premiums. Both our broker and primary insurance carrier provide an extensive catalog of training courses. A list of available training courses was provided to the ELC.
5. Real Estate – Prior to the end of FY22, the book values of the properties owned in the Cliffs communities were adjusted, based on values provided by Cliffs Realty. Using these values, the properties were listed for sale in June of 2023. Shortly thereafter the University closed on the sale of a property at the Cliff's Keowee Springs community. In addition, the University sold a small lot in a residential area of Anderson County. This lot had the potential to create

a liability for the University and, given its size and location, was of no use to the University. The owner of a neighboring home purchased the property.

## 6. Other Matters

6.1. Aramark Contract - A review of the Aramark contract was completed and a summary of areas of concern was prepared. The next step was to open a dialogue with Aramark to see if the University's concerns can be addressed.

6.2. Financial reporting – It was noted that within the portal, there is a link named “Monthly Budget Report.” This is several years old and invalid. To avoid confusion and erroneous use of this report a ticket was submitted to have the link removed.

## **Accounting**

1. Financial Audit – June was heavily focused on closing the books for fiscal year 2023 and preparing for the first week of the onsite audit. The onsite audit work went well with only a few outstanding items that were addressed in a timely manner. The second week of the onsite portion of the audit was held in late August. While there were a few adjusting entries that were required, no material findings were uncovered during the visit.

## 2. Accounts Payable

2.1. Payment Service – Accounts payable services, including Paymodex, Paymerang and Youz were evaluated. These services streamline A/P, greatly simplify components of the monthly reconciliation process, and provide another layer of protection against fraud. Prior to the end of the quarter the decision was made to move forward with Paymerang. Based on the assessment, nearly all the cost of the program will be covered by associated rebates. It should also be noted that an internal discussion was had with IT and there were no system implications.

2.2. Expense Reimbursement – The Center Card app provides for manual expense reporting. This feature was enabled to allow mileage and other expenses to be submitted through the Center app. In conjunction with this, an investigation was undertaken to determine how to use Paycom to include expense reimbursements directly into payroll checks. While it will be possible to use the Center Card app to report expenses made with other forms of payment, employees were reminded that the policy regarding the use of personal credit cards had not changed and that the practice is still prohibited.

3. Chart of Accounts – The chart of accounts was reviewed, and a hierarchy of functional and natural expenses was created to enable more accurate and useful financial reporting.

4. Cash Receipt Policy – Employees were reminded that when receiving funds on behalf of the University, the use of a personal Venmo, bank or other such accounts is not permitted and that the Office of Financial and Personnel Services was available to assist in developing approaches and providing means to accept funds for donations, concessions, tickets, etc.

## **Personnel Services**

1. Payroll – While we think of Paycom as our payroll service provider, the system is capable of far more. In the second quarter, Personnel Services enabled the ability to add documentation into Paycom personnel files to record employee issues and commendations. Also, an effort was undertaken to add data in Paycom indicating the date of each employee's

most recent pay change. This effort was focused on legacy data, prior to the March 2022 implementation of Paycom. For employees who had a raise after the implementation of Paycom this data was already in the database. Lastly, information was provided to managers on the proper use of Personnel Action Forms (PAFs). The proper use of PAFs is essential to ensuring the veracity of payroll-related reports.

## 2. Benefits

2.1. Defined Contribution Plan / 403(b) – The University began using Qualified Plan Advisors (“QPA”), a retirement plan advisor, to assist us in selecting investment options for the 403(b) plan. This added significant value to the plan without a material increase in cost. Guidestone continued to be retained as the record keeper and the University continued to offer all the Guidestone funds that employees were using. QPA worked with Guidestone to identify investment sectors that were underrepresented and investment choices that could fill those gaps.

2.2. Medical Insurance – New medical Insurance cards were issued. The change was made to explicitly add Innervision to the front of the card. In the past, a misunderstanding of the University’s coverage often resulted in misquoted copays, leading to a lengthy resolution process.

2.3. Workers’ Compensation – A representative of Zenith, the University’s workers’ compensation insurer, was on site to review the driver policy and make recommendations aimed at minimizing work related claims of all types.

3. Hiring Process – The Baptist Faith & Message 2000 and Statement on Human Flourishing were included inside the employment application process within Paycom. All employment candidates are now able to view the documents and need to respond that they have read and understand them. This did not preclude or replace hiring managers’ responsibilities. In addition, a possible lower cost option for employee background checks was evaluated.

4. Title IX – Title IX training for Faculty, Security and Athletics was completed early in the quarter and the remaining staff received Title IX training shortly thereafter.

5. Handbooks – The new GA handbook was approved by an email vote of the ELC and was distributed to GAs and supervisors through Paycom. The new handbook differentiates between exempt and nonexempt GAs. It also allows exempt GAs to average their hours over the course of a semester rather than strictly limiting them to 29 hours per week. This provides flexibility, which was specifically requested by Athletics. Coaches and athletic GAs received training on the new handbook and timecard policies. Emphasis was placed on the importance of accurate timecards and work time vs. non-work time.

## **Quarter 2 (Sep 1 – Nov 30)**

### **Finance**

1. FY25 Budget – Early in the quarter, the business office released the FY25 budget worksheets to their respective budget managers and notified these managers that it was time to begin working on next year’s budget. Subsequent to the Jenzabar worksheets being released for planning of general, operational expenses, Excel worksheets used to facilitate compensation budgets were prepared and sent to each member of the ELC. Near the end of the quarter all

budget input was compiled to create an initial, comprehensive view. It is this view of the budget that the SLC used as a starting point for its budget discussions. Also of note, at the October Board meeting the tuition and fee schedule for the 2024-2025 academic year was approved. This is a critical input to the budget.

## 2. Banking

2.1. Credit facility – Prior to the October Board meeting it was determined that the University would benefit from the availability of a \$10MM standing line of credit. This assessment was later validated by the University’s audit firm. It was noted that higher education cash flows are cyclical, and it is prudent to have a contingency plan to account for possible delays in Title IV funding. Due to the University’s relationship with UBS and the initial information regarding potential terms, work began on securing a credit line with UBS. An initial resolution authorizing such a line of credit was approved at the October Board meeting.

2.2. Endowment Draws – With the strength of the equity markets in November, endowment draws totaling \$800,000 were made. That left roughly an additional \$1MM to draw before May 31, 2024.

2.3. Purchasing Cards – The ELC was reminded that the Center Card program provides many great features. In particular, it was pointed out how easy it is for cardholders to monitor spending and available credit. The process to request temporary and seasonal changes in individual credit limits was also reviewed.

## 3. Insurance

3.1. Renewal – Keith Dobrolinsky, of March McLennan, was on site on November 16 to start the annual renewal process. Time was arranged to review cyber insurance matters with Tim Huggin’s team.

3.2. Certificates of Insurance – The Assurance team took a proactive approach to obtaining certificates of insurance from some of our vendors. Proper COIs are a critical part of shifting risk. While this service helps ensure certificates are current, the approach caught a few of the University’s vendors off guard. All vendor concerns were addressed.

3.3. Auto Insurance – The University’s broker gave notice that because of the manner in which University golf carts and gators are used, the drivers of these vehicles need to be on the approved driver list and meet the same criteria as all other drivers. This required crafting policy revisions and updating processes related to carts and gators.

3.4. Builder’s Risk – The University received an extension on the builder’s risk policy for the Plaster Center. The annual premium was paid, with a prorated refund to be received based on when the project was completed and the policy canceled.

4. Aramark Contract – A meeting was held with Aramark to discuss the parameters of a new master agreement. The current agreement extends to 2035. The new master agreement will not change the duration of the relationship but will adjust several contract parameters in recognition of current business needs and practices.

## 5. Other Matters

5.1. Venmo – Employees were provided another reminder that they should never use a personal Venmo or other bank account to accept funds on behalf of the University.



Internal controls require that all cash management policies must be followed to allow the proper receiving of and accounting of contributions and payments.

- 5.2. Activity & Club Accounts – Activity and Club accounts are often misunderstood. A policy document that clarifies the processes pertaining to Activity and Club accounts was created and then reviewed and approved by ELC. While the income and expenses related to these accounts is associated with specific groups or departments, these funds represent a material amount on the University’s audited financial statements. Properly budgeting for and using these funds is therefore an important part of internal controls.
- 5.3. Marginal Revenue Analysis – A draft of the Excel tool used to analyze profitability along parameters such as course, major, student demographics, and academic and athletic departments was completed. During the initial iteration some of the customization unique to NGU were identified and implemented. Steps were taken to review the initial data and determine what if any modifications to the format and content would be useful.

## **Accounting**

1. Audit – CapinCrouse’s final inquiries were addressed and the financial audit for the year ending May 31, 2023 was issued and received prior to the October Board meeting. The completion of the audit was followed by the closeout of the 2023 fiscal year in Jenzabar and IT reset Jenzabar functions for the 2024 fiscal year. While the ink was drying on the FY23 audit, dates were set for work on the FY24 audit. These dates were communicated to those involved in the audit.
2. Tax & Compliance
  - 2.1. Form 990 – The audited financials provide a material amount of the information used in preparing the Form 990, and thus work on the Form 990 began in earnest during the quarter.
  - 2.2. South Carolina Compliance – The annual filing with the South Carolina Secretary of State was completed, with an extension granted for providing the corresponding form 990. In the course of obtain the extension, an email was received from one of the Secretary of State employees (Aimee Efirid) stating, “My daughter is a 2023 graduate of North Greenville; I am very thankful for your school!”
3. Accounts Payable
  - 3.1. Paymerang – Implementation of Paymerang was undertaken, with the initial rollout of the program in October. In most respects, the was a non-event for the University’s vendors. This program provided better payment service to vendors, improved internal controls, and facilitated account reconciliation. The move to Paymerang essentially brought an end to all check printing on campus, with the exception of student refunds. This change also greatly reduced the number of rush checks. Rush checks have a significant implicit cost – the approval process must still be followed, they interfere with normal operations, and there is a tendency to overlook internal controls. Accounts payable worked through November to ensure a successful transition to Paymerang.
  - 3.2. Student Refunds – A meeting was held with Paymerang, NGU Central, and OFPS to review the process of using echecks and/or ACH payments to issue student refunds.

- 3.3. Expense Reimbursement – In September the use of the Center expense reporting system for entering and tracking personal reimbursements was launched. Once approved, reimbursements are submitted through payroll and payment is included in the employee’s paycheck. The target date set to have all personal reimbursements moved this process was December 31, 2023.
4. Purchasing – An investigation into two cost-saving purchasing arrangements was initiated, the Amazon corporate program and E&I, a purchasing cooperative. The University already had an agreement with E&I and was seeking to determine how best to leverage this arrangement.
5. Miscellaneous Sales – ELC members were reminded to consult OFPS when planning anything that involves the selling of goods or services. This allows the correct payment services to be used and provides consideration for the tax consequences of such transactions.

## **Personnel Services**

### **1. Benefits**

- 1.1. Health Insurance – Employees were informed that the University’s provider of pharmacy benefits, Southern Scripts, was rebranding as Liviniti. There was no change nor interruption to service. In addition, employees were reminded that those experiencing qualifying life events had only 30 days from the date of such events to make any desired changes to certain benefit selections. Greg Moman was engaged to work on the health insurance renewal. Claims experience was exceptionally high last year, and costs are expected to continue to rise due to inflation. To contain costs, a variety of options were placed under consideration.
- 1.1. Insurance Network – The University’s current medical network, United Healthcare, was in contentious negotiations with Prisma Healthcare. The University was aware that if an agreement was not reached, Prisma would not be part of the United healthcare network after the end of the calendar year. Greg Moman was engaged to develop a contingency plan.
- 1.2. Defined Contribution Plan / 403(b) – Qualified Plan Advisors worked with Guidestone to add eleven additional investment options to the University’s 403(b) plan. These additional options were made available to employees in conjunction with an onsite meeting with Guidestone representatives in late October. During this time Guidestone also took two days to meet individually with any employee looking for additional information or personalized input. Approximately a dozen employees attended the group meetings and 20 had individual meetings with Guidestone. Several more employees requested virtual meetings with Guidestone. As part of the visit, the Guidestone representatives met with management to review the plan and provided consultation regarding the Secure 2.0 Act. There are no immediate changes required to the 403(b) plan because of this legislation.

### **2. Payroll**

- 2.1. Payroll – There are many reasons why payroll errors happen, and many payroll errors need to be corrected in the following month. Currently, payroll is processed as much as ten days before the end of the pay period, resulting in unforced errors that cost time

and expense. To correct this, it was announced that in June of 2024, the monthly payroll deposit date would be moved to 5 days after the end of the pay period. Employees were notified of the pending change in payroll dates and Personnel Services offered four opportunities for employees to ask questions in person. No employees came to the in-person sessions, though a handful asked questions individually via email or phone.

- 2.2. Paycom – Work continued adding the date of each employee’s most recent pay change into Paycom. As a part of this effort, Beth Houck sent a list of employees to managers that had one or more employees without a valid pay change date in Paycom. All dates of recent pay increases that were provided by managers were added to Paycom.
- 2.3. Paycom Integration – Work continued on implementing a SFTP between Paycom and Jenzabar.
3. Compliance / Policies
  - 3.1. Timecards – Managers were instructed to remind employees of the importance of accurate time sheets. Emphasis was placed on those who should be clocking their time daily.
  - 3.2. Remote work – Personnel Services drafted a new policy for remote work. This policy provides guidance to supervisors and employees. Also included was a remote work agreement that helps outline expectations for remote workers.
  - 3.3. FERPA – FERPA training was conducted for all coaches on 11/1/23. This training was made available to other areas, as requested by their managers. The effort was supported by the Office of Academic Records.
4. Staffing
  - 4.1. OFPS – During the course of the first two quarters of the year, OFPS experienced one retirement and one resignation. These positions were not filled. Rather, efficiencies were leveraged and work was redistributed.
  - 4.2. Year-end Hiring – ELC members were reminded that as a matter of good business practice, during the last several weeks of the year any new hires that are offered positions should have start dates of no earlier than January 2, 2024.

### **Quarter 3 (Dec 1 – Feb 28)**

#### **Finance**

1. FY25 Budget – An initial compilation of requested expenses and revenue projections was completed. Initial discussions concerning how to address the budget shortfall took place.
2. Banking
  - 2.1. Step-Down LOC – The Ameris line of credit that was obtained to facilitate the construction of the Plaster Center was fully drawn (\$5MM) in December. Early spring cash flow was used to pay down and rest the line.
  - 2.2. New LOC – Following up on action taken at the October meeting of the Board of Trustees, efforts were undertaken to secure a \$10MM Credit Facility with UBS. These efforts focused on ensuring that all documentation would be ready for approval at the February Board meeting. Discussions between outside counsel (Husch Blackwell) and

UBS counsel were held to ensure that the required opinion letter could be issued. Ultimately, the burden of representations and warranties regarding collateralizing debt was shifted to the University. This led to suspension and ultimately termination of the effort to obtain the credit with UBS.

- 2.3. Endowment Draws – Equity markets continued to perform well and reached near record levels in December. This was used as an opportunity to make the final endowment draws for the year, with the exception of a small amount held by the Baptist Foundation of South Carolina.
- 2.4. First Horizon – An introductory meeting was held with Kevin Hefner of First Horizon.
3. Insurance –
  - 3.1. Athletics – A meeting was held with Jan McDonald and McGriff to discuss the self-funded athletic insurance plan. The University has been using the plan for over a year and it seems to be working well. A full analysis of the plan’s performance could be years away as athletes have two years to file a claim and the tail period can go on for years after that. One known positive outcome is that the plan has resulted in practices that limit the ability of athletes to avoid carrying adequate primary coverage.
  - 3.2. Renewal – Marsh McLennan Agency worked on the renewal process for the main lines of insurance, including liability, property and casualty coverage. As the process got underway, an 8% increase was anticipated based on market conditions and trends. The final proposal was presented just prior to the end of the quarter.
  - 3.3. Claims – Two auto related claims were made during the quarter. One from a driver knocking over a flagpole and another from a driver backing into a wall near Neves.
4. Real Estate – The University sold one of its lots in the Cliffs.
5. Other Financial Items
  - 5.1. Activity Accounts – At the start of the quarter, a review of all activity accounts was performed. Those responsible for underwater accounts were notified to take corrective action.
  - 5.2. Marginal Revenue Analysis – A more detailed review of the marginal revenue analysis revealed additional data refinements that needed to be made. The next iteration of the analysis was completed later in the quarter, at which time the analysis was expanded to include College and Department fields for each course.
  - 5.3. Accreditation – Language was provided to Drs. Drake and Dunlap for inclusion in accreditation submittals.

## **Accounting**

1. Tax / Compliance
  - 1.1. Form 990 – The bulk of the 990 preparation was done in the quarter. Collection of data was complete in mid-January to enable CapinCrouse to prepare the return. A draft of the Form 990 was completed in mid-February and comments were provided that resulted in a few corrections and adjustments.
  - 1.2. Forms 1098-T – Student Accounts prepared and provided all forms 1098-T to students and parents. The filing date deadline for the University to file with the IRS was March 31st. It was anticipated that testing of the required file would be done two weeks prior

to ensure the file is acceptable and that the upload goes smoothly. While there were issues with the upload, it was ultimately completed prior to the deadline.

- 1.3. IRS Audit – The University was selected for an IRS examination related to its forms 941-X which were filed for three quarters of calendar year 2021. These three forms 941-X represented \$8.4MM in Employee Retention Credit Claims. The response to the IRS was coordinated with CapinCrouse, who helped prepare the original claim. The initial response involved supplying the IRS with over 300GB of supporting documentation. Key documents were retrieved from the efforts of the COVID-19 response team, three years earlier. Given the completeness of the documents and rationale provided, during the in-person examination, the IRS auditor simply stated that the University clearly deserved the credits that were under examination and went on to explain the process for receiving the funds. Special thanks were sent to Senator Graham’s office, which was highly instrumental in getting the attention of the IRS so that this matter could be resolved.
2. Accounts Payable
  - 2.1. Paymerang – The initial roll out of the Paymerang payment system was completed. Throughout the quarter, continued migration of additional vendors to the new payment platform was implemented.
  - 2.2. Expense Reimbursement – Building on efforts that began in the prior quarter, efforts continued to transition the employee expense reimbursement process into the Center expense reporting system. Once submitted and approved through the Center app, reimbursements are submitted through payroll and payment is included in the employee’s paycheck.
  - 2.3. Forms 1099 – Accounts Payable compiled and prepared all required 1099 forms for calendar 2023. The corresponding IRS filing was also completed.
  - 2.4. Student Refunds – Research was conducted to evaluate payment options for completing student refunds, as well as similar one-off payments for vendors, students, and payroll. The research included looking at Paymerang and Comdata’s Fintwist payment options.
3. Purchasing
  - 3.1. Purchasing Programs – OFPS continued its review of various purchasing programs with a goal of helping the University better manage the purchasing of supplies and other materials. Programs considered included Amazon Corporate, E&I, and ScholarBuys. This effort also included investigating Center Card’s travel program, Spotnana.
  - 3.2. Expense Approval – ELC members were reminded that expense approval is an important task and given a list of several key items to look for when approving expenses. In summary, when an expense is approved it should be appropriate and “auditable.”

## **Personnel Services**

1. Payroll
  - 1.1. Payroll Date Change – During the quarter, actions were taken to implement the payroll date change. The change, which will move the pay date to five days after the close of

the pay period, impacts certain contract payments, tax withholding calculations and other payroll items. Employee reminders were sent to ensure a smooth transition.

- 1.2. Supported States – Personnel Services investigated and added Louisiana to our list of supported states. For many reasons it is preferred to keep this list to the minimum. Compliance with tax law, local labor regulations and workers’ comp costs are all considerations. Marsh McLennan was asked for assistance in understanding the employment risks with various states.
- 1.3. SFPT – Work continued on the implementation of SFTP (Secure File Transfer Protocol) between Paycom and Jenzabar.

## 2. Benefits

### 2.1. Medical Insurance

2.1.1 Network Change – As the end of calendar 2023 loomed, Prisma and United Healthcare were engaged in a well-publicized, fervent disagreement. While such disagreements are typical and seen as posturing during contract negotiations, this time was different. Sensing that an agreement would not be reached and not wanting the University’s employees, whose insurance used the UHC network, to lose cost-effective, reasonable access to Prisma facilities, the University changed its network to the Cigna network, effective January 1, 2024. While the transition was not smooth, it ultimately proved necessary, and all issues were resolved. PRISMA and United Healthcare never did reach agreement. [It was reported on July 20, 2024 that UHC and PRISMA had finally reached an agreement.]

2.1.2. Renewal – Work began on the April 2024 health insurance renewal. While the University relies on its broker, Greg Moman, other options were considered. The context for the renewal included exceptionally high claims in the prior benefit year, a national market where the average increase was expected to be 8.5%, and national average costs of medical insurance of over \$10,000 a year for an individual and over \$24,000 a year for a family. Options considered included the current self-funded plan, an HDHP/HSA plan, and Guidestone’s offering. All these options were “church plans” and thereby allowed for the University’s values to be incorporated into the plans.

2.1.3 Guidestone – An onsite discussion was held with Guidestone with Greg Moman present to assist the University. While the meeting was good and the plan was solid, the consensus was that Guidestone’s technology infrastructure was not yet capable of handling a larger organization and was geared more towards smaller churches. This is something that Guidestone is working to improve.

### 2.2 Defined Contribution Plan / 403(b)

2.2.1 SCICU MEP – During the quarter, SCICU noted that it was developing a request for proposal for a MEP (Multiple Employer Plan). Given the University’s current use of the Guidestone retirement services and QPA, a switch may not be attractive. Should SCICU develop a MEP, the University can evaluate it at that time.

2.2.2. Guidestone Fees – Prior to the start of the quarter, the University altered its arrangement with Guidestone to separate investment fees from normal fund fees. Overall, the separation of the fees resulted in a lower cost of investment to employees. The change resulted in the fees being explicitly included on employee statements for the first time in the history of the plan. Unfortunately, employees who called Guidestone to question the fees were given incomplete and highly misleading information. They were correctly told that the University agreed to these fees. However, Guidestone failed to explain that these fees were previously embedded in the fund and the new fees are both lower and provide greater transparency. An email was sent to employees, and when needed individual conversations were had, providing a full explanation of the fees and correcting the misunderstanding.

2.3 Staff Improvement Loans – In reviewing the section of the employee handbook that addresses staff improvement loans, it seemed prudent to make several clarifying changes to the language. These clarifications were approved by ELC and incorporated.

### 3. Job-related Training

3.1. CES – Personnel Services completed work with General Counsel on a letter agreement that will be used in CES to allow certain employees to obtain training at the University's expense in exchange for agreeing to use that training for the benefit of the University for at least two years after that training is completed.

3.2. Manager Training – Personnel Services is beginning to plan certain management training.

### 4. Other Personnel Services Matters

4.1. Remote Work – A policy was drafted to address the increasing need for accommodating remote work. This policy provides guidance to supervisors and employees. It also includes a remote work agreement that helps outline expectations before remote work begins. The policy was reviewed and approved by ELC.

4.2. Paid Time Off – An issue surfaced regarding how PTO is treated when an employee moves from one class of service to another, e.g. from staff to administrative faculty, etc. While the current policies address these issues, additional clarification is warranted. Work began on draft documentation to clarify the various scenarios and the treatment of various types of paid time off.

## **Quarter 4 (Mar 1 – May 31)**

### **Finance**

#### 1. Budget

1.1. Operational Budget – Work on preparing the FY25 budget continued throughout the quarter. The uncertainty surrounding the FAFSA issues cast a haze over projected revenue. As a result, there was uncertainty around the expense budget. Efforts during the quarter included analyzing year-over-year differences in line-item expenses, re-

opening budget manager access to budget worksheets, and having ELC members give close consideration to expense reductions.

- 1.2. Capital Budgets – Incorporation of capital budget amounts was explicitly included in the FY25 budget. While capital projects had always undergone review and approval, this is the first year that the capital budget was explicitly included in Jenzabar budget lines.
- 1.3. Slingshot – The model used to budget Slingshot revenues and expenses has been reasonably accurate on a net basis. However, there has been some underestimation of both revenue and expense. Refinements of the model were made to improve its accuracy.
2. Line of Credit – As noted earlier, the Board of Trustees approved establishing a new \$10MM line of credit. Early attempts to establish this credit facility focused on leveraging the University’s investments and establishing the facility with UBS. When that option became unattractive, due to certain representation requirements, the University approached Ameris. Ultimately the Board approved establishing the credit facility with Ameris. The line of credit was established and made available just before the end of the fiscal year. This line is in addition to the pre-existing, step-down line of credit with Ameris. The latter will expire in roughly three years.
3. Insurance
  - 3.1. Property and Casualty Insurance – The University renewed all property and casualty lines using its current broker, Marsh McLennan Agency. For many years the University’s renewal date had been March 9. Working with MMA, the current policies have been extended to allow for an April 1, 2025 renewal date. The April 1 date should prove to be a better renewal date moving forward. At a minimum, it will reduce the impact of the Christmas holiday season on the renewal and allows the full first three months of the year to market the coverage.
  - 3.2. Certificates of Insurance – The process related to obtaining and verifying certificates of insurance from third parties was greatly improved. Further improvement is being pursued through the development of standard contract language or an addendum that would enumerate insurance requirements for vendors and other third parties.
  - 3.3. Volunteers – A volunteer was injured in March and later requested payment of medical expenses. While the amount in this case is immaterial, it pointed to the need for a policy on volunteers and written agreements with volunteers. Sample policies were obtained from other universities through the ABACC discussion board. A draft policy is being reviewed and refined by Personnel Services and the Office of the General Counsel.
4. Real Estate
  - 4.1. Cliffs Communities – The Cliffs Realty group, the University’s broker on the Cliff lot listings, suggested some additional decreases in pricing. With the listing agreements



about to expire, the recommendations will be considered early next fiscal year if / when the listings are renewed.

4.2. Cherokee Valley – The final amount due to the University on the Wedge Way property was paid and the deed is being transferred. The University currently owns one lot in Cherokee Valley.

## 5. Other Finance Items

5.1. Aramark Contract - Negotiations with Aramark continued. It was anticipated that there would be agreement on a decrease in the penalty for not meeting the declining balance minimum, from 100% of any shortfall to 40%. Another major item that may be changed is the requirement to prepay \$750,000 each fall and spring. It has been proposed that this prepayment be replaced with a zero-interest loan that will be repaid at the end of the contract. The loan amount is expected to be significantly less than \$750,000; perhaps in the \$250,000 range. It should be noted that per the current contract the \$750,000 prepayment is not applied until three months into the semester.

5.2. IPEDS – The annual financial data for IPEDS was entered in the reporting site.

5.3. Kalos Scholarship Program – Additional support for the Kalos scholarship was provided, including participating in an online interview and supplying supplemental input for the Request For Information.

5.4. Marginal Revenue Analysis – Work continued on the marginal revenue analysis. College and school parameters were added to the data. A current version of the analysis was made available in a TEAMS folder for those doing the initial review.

5.5. Reporting – Several enhancements to the monthly financial reporting were made, including new information on cash and liquidity. As part of the on-going effort to improve reporting, a full set of financials (Statements of Activities, Financial Position and Cash Flow) are being made available directly out of Jenzabar. Currently, the Statement of Financial Position (balance sheet) is complete and vetted, a version of the Statement of Activities is undergoing testing, and the Statement of Cash Flows is expected soon after.

## **Accounting**

### 1. Tax / Compliance

1.1. Form 990 – The Form 990 for the year ending May 31, 2023 was completed prior to the end of the previous quarter. The final draft of the Form 990 was reviewed by the Executive Committee at its March 21 meeting. Shortly thereafter, the Form 990 was filed with the IRS and the South Carolina Secretary of State.

1.2. Employee Retention Credits – At the end of April, the University received three checks, totaling \$9.8MM, for the ERC filings representing the three quarters in 2021 for which the credit was claimed. The University maintains a receivable of just over three hundred thousand dollars for ERC claims related to 2020.

- 1.3. Forms 1098-T – The filing of forms 1098-T was completed shortly before the deadline at the end of March. While the forms were prepared in a timely manner, an issue with an expired TCC code (transmitter control code) had to be resolved prior to filing.
2. Financial Audit – Preparation for the financial audit for the year ending May 31, 2024 was conducted. This included holding initial meetings with the auditor for the main portion of the audit as well as the uniform guidance audit. The CapinCrouse online database used to collect information was made available and initial information was uploaded. The first week of field work was scheduled for the last week of June, with the due date for uploading required information being June 18.
3. FY25 Audit – Even as work commenced on the FY24 audit, an auditor RFP was drafted for the following year. The FY24 audit is the final audit year that will be conducted under the long-term contract through the SCBC. The University will be responsible for selecting an appropriate auditor for the following year. The selection process will likely begin as work on the FY24 audit is winding down.
4. HEERF – An immaterial error in the HEERF reporting to the Department of Education was identified. When the site is available to accept corrections, in July, the correction will be made.
5. Accounts Payable
- 5.1. Paymerang – Several months after the implementation of Paymerang, the University received its first rebate from the program. During the quarter, Payermang announced its acquisition by Corpay. The deal is scheduled to close on July 1. There are no changes anticipated that will impact the University’s implementation and processes. If anything, it is possible that the acquisition may provide additional available services for the University, including new international payment capabilities.
- 5.2. Advances & Small Cash Needs – Conversations were also held with Center on possible options for temporary cards and virtual cards for expenses and refunds (non-student). The use of virtual credit cards to provide cash for travel was piloted with a few members of the baseball team and a few employees. The outcome of the pilot is currently being evaluated to determine if and how to proceed with virtual cards.
- 5.3 Check Printer – IT was not able to fix an issue with the current check printer. The printer is both out of date and not the proper MICR printer for the University. A new printer was ordered.
6. Purchasing
- 6.1. Purchasing Programs – OFPS continued to search for consortiums, buying groups and other services to improve the efficiency of University purchasing and reduce costs. The university makes broad use of Amazon for purchasing supplies and materials. To leverage these purchases and improve the University’s processes, a University-wide corporate account is being established. The roll-out of this account will be early in the next fiscal year.
- 6.2. Spotnana – Center Card, the University’s purchasing card, partners with Spotnana for providing travel services. Initial piloting of the program began at the end of the

quarter. Among the benefits, the new service is expected to streamline travel policy administration and improve the traveler experience by auto-populating booking details to expense forms and automatically attaching itineraries to expenses.

## 7. Other Accounting Matters

- 7.1. Stipends – This fiscal year, accounting for contract stipends was done in the main wages account (59999). For next year these stipends will be recorded in the stipend account (59900) to provide a fuller picture of the use of stipends. This will enable both a better understanding of stipend spending and a better budgeting of compensation.
- 7.2. Endowments – We are working with Advancement to account for certain endowments that require unique accounting consideration, i.e. Dick Brooks Honda and the Hendricks Scholarship.
- 7.3. Quasi-Endowments – A review of quasi endowments has resulted in a reclassification of these funds. Various components of the overall quasi-endowment were appropriately reclassified as either unrestricted, restricted for purpose, or restricted in perpetuity.
- 7.4. Restriction Releases – A unique item of non-profit accounting is the idea of releasing contributions from donor restrictions when those restrictions have been met. Currently, the accounting work for this is done in excel as part of the year-end process related to audit. Starting next fiscal year, this approach will change to track these releases as they occur.
- 7.5. Plaster Center – All final entries to close the Plaster project were made and the building was put in service, for accounting purposes. This also initiates the process of incurring depreciation expenses for the project. The University depreciates buildings over 50 years.
- 7.6. Mileage – The mileage reimbursement rate was set to be increased to \$0.55 per mile on June 1.

## **Personnel Services**

1. Office Move – With the move of the SPV to the Plaster Center and some other personnel changes that occurred throughout the year, there was sufficient space available at the 64 Blackwell location to move the Personnel Services personnel from Neves to Blackwell. This brought all the Office of Financial and Personnel Service back to a single location. The move was completed in March.
2. Payroll
  - 2.1. Payroll Date – When the quarter began, the plan to move the monthly payroll date from the 25<sup>th</sup> of the current month to 5 days after the end of the pay period was still in place. In May, Personnel Services was asked to implement a rescission and work was undertaken to unwind the implementation of the payroll date change. This leaves the monthly payroll date on the 25<sup>th</sup> of the month.
  - 2.2. Form 941 – In discussing the Employee Retention Credits with Senator Graham’s office, information was brought forward that the IRS had not properly processed the Form 941 for Q2 of 2023. Upon investigation, it was revealed that the IRS had no record of receiving the

filing but did have record of receiving the associated tax payment. The University's payroll department produced evidence of the filing and of the IRS's receipt thereof. A letter was sent to the IRS providing details of the filing. The issue appears to be resolved.

2.3. SFTP – Work on implementing SFTP (Secure File Transfer Protocol) between Paycom and Jenzabar continues. Ultimately, this will allow synchronization of key data between Jenzabar and Paycom, including employee Jenzabar ID numbers.

### 3. Benefits

3.1. Benefits Open Enrollment – Early in the quarter, four meetings were held to inform employees of changes to the medical plan and other benefits. There were a few minor changes. Employee requests for enrollment and/or changes to existing benefits choices were accepted through March 20, with an effective date of April 1.

3.2. Paid Time Off – Occasionally there is some confusion in how accrued paid time off is handled when employees transition between employment classes, e.g. 9-month faculty to administrative faculty, etc. To clarify what is already in the handbook, a simple matrix illustration was prepared. This was reviewed by SLC and ultimately approved by ELC for inclusion in the employee handbook.

### 3.3. Defined Contribution Plan – 403(b)

3.3.1. Guidestone Update – Guidestone was on campus early in the quarter to meet with both administration and employees. The administration meeting focused on plan performance and the future direction of the program. The discussion included an update on Secure Act 2.0. This new set of regulations requires automatic enrollment in retirement plans. As a church plan, NGU is not required to comply with this provision; however, it is a common approach and is deserving of consideration. It also came to the administration's attention that Guidestone can provide self-directed plans that would allow employees to invest in virtually any publicly available security.

3.3.2. Employee Meetings – During Guidestone's time on campus, fourteen individual, in-person meetings were held with a Guidestone representative. Employees that could not meet during the visit were able to schedule remote / virtual meetings.

3.3.3. QPA – Qualified Plan Advisors was on campus on April 15 to discuss performance of the 403(b) investment options. The next step in this process is to evaluate plan performance and specific fund usage to determine if the plan would benefit from any changes in its fund line-up. Also, QPA echoed Guidestone's suggestion that the University implement automatic enrollment in the plan.

3.3.4. Security – The major action for QPA is to evaluate the cybersecurity measures of Guidestone. To that end Guidestone was provided with and responded to QPA's cybersecurity questionnaire. Guidestone's response is under review.

### 4. Compliance

4.1. South Carolina Requirements – The state of SC is now requiring employers to report SOC (Standard Occupational Classification) codes in their quarterly reports. Personnel

Services has worked to assign SOC codes to all employees in Paycom, including student workers. This information will also be useful in IPEDS reporting.

4.2. FLSA – The implications to the change to the Fair Labor Standards Act were evaluated and work began on determining how best to address the new requirements. The most prominent change is the increase in the minimum salary amount to be considered exempt. Currently, the proposed increase is scheduled to take effect on July 1 with an additional increase 6 months later.

## ***Director of Athletics***

Ms. Jan McDonald

### **Quarter 1 (Jun 1 – Aug 31)**

#### Athletic News and Events

- New football field turf installation completed.
- Baseball won 1 and lost 2 in the NCAA Division II National Championship. The team finished with an overall record of 50-11.
- Baseball player John Michael Faile set the NCAA Div.II record for RBI's and homeruns.
- Pat Monteith and Reece Fields were named to the National Collegiate Baseball Writers Association All American Team.
- Baseball players drafted in the MLB draft were Michael Rodriguez and Jalen Vasques.
- National Team Academic Award Winners were women's soccer, women's volleyball, men's lacrosse, and men and women's track.

#### Personnel

- Casey Stewart named Director of Kelly Strength and Conditioning Center.

### **Quarter 2 (Sept 1-Nov 30)**

#### Athletic News and Events

- Total number of student-athletes for Fall 2023 – 575.
- Spring athletic 2023 teams' average GPA 3.09.
- Davis Heller, baseball player, passed away unexpectedly on October 5, 2022. The family established the Davis Heller Foundation from which a scholarship from will be awarded annually to an NGU baseball player.
- The 35-year reunion of NGU football was held on September 16.
- Conference Carolinas divided its 14 members into 3 divisions, East, Southwest and Northwest.
- Men's Cross Country
  - Finished 6<sup>th</sup> in the Conference Carolinas Championship meet.
  - Conference Carolinas selected Hayden Goode to the All Conference team.
  - Finished 11<sup>th</sup> in the Southeast Region Championship. Hayden Goode earned All Region honors.
- Women's Cross Country
  - Finished 3<sup>rd</sup> in the Conference Carolinas Championship meet.
  - Finished 11<sup>th</sup> in the NCAA Regional meet.
  - Conference Carolinas selected the following runners to the All Conference team: Riley Shope, Cecily Anderton and Riley Nicholson.
- Men's Soccer
  - Finished with a record of 4-8-4 overall and a conference record of 4-4-4.

- Conference Carolinas selected the following players to the All Conference team: Renan Macuglia and Kalvin Senedo.
- Women's soccer
  - Won the Conference Carolinas Regular Season Southwest division with a record of 8-0, conference record of 9-1-2 and overall record of 11-5-2.
  - Conference Carolinas selected the following players to the All Conference Team: Isabella Gyurich, Elaine Sprinkle and Haleigh Holland.
- Women's Volleyball
  - Tied for first place in the Conference Carolinas Regular Season Southwest Division with a record of 14-3 and 23-7 overall. The team lost in the conference tournament semifinals.
  - Conference Carolinas selected the following players to the All Conference team: Abigail Durham, Anna Fiddelke and Ashlyn Conner.
  - Conference Carolinas selected Abigail Durham as the Offensive Player of the Year for the 3<sup>rd</sup> consecutive year. She also received Honorable Mention All-American honors and was named to the American Volleyball Coaches Association First Team and to the D2CCA All Region Team.
  - Anna Fiddelke was named the Conference Carolinas Freshman of the Year.
- Football
  - Finished with a 4-4 record in the Gulf South Conference and 5-5 overall record.
  - The Gulf South Conference selected the following players to the All Conference team: De'Iveon Donald, Corey Watkins, Dre Williams, Lewis McBeth, EJ Bradford Colin Karhu, Lance Calcutt and Jerrick Foster.

#### Personnel

- Michelle Tease was named head men and women's tennis coach.

### **Quarter 3 (Dec 1 – Feb 28)**

#### Athletic News and Events

- Total number of student-athletes for Spring 2024 - 509
- Fall 2023 athletic teams' average GPA 2.98.
- Women's Cross Country Team earned the U.S. Track & field and Cross Country Coaches Association All-academic Team Honors.
- Men's Basketball
  - Finished with a 4-14 record in Conference Carolinas and 11-18 overall record.
  - Received the Conference Carolinas Messick Sportsmanship Award.
- Women's Basketball
  - Won the Conference Carolinas Regular Season Southwest division with a 6-2 record, conference record 10-8 and 17-10 overall record.
  - Conference Carolinas selected Geassey Germano and Amajiah Smith to the All Conference Team.
- Men's Indoor Track
  - Finished 4th in the Conference Carolinas Championship.

- Conference Carolinas selected Bryce Hamby and Miles Stephens to the All Conference Team.
- Miles Stephens earned USTFCCA All Region Honors.
- Women's Indoor Track
  - Finished 4th in the Conference Carolinas Championship.
  - Received the Conference Carolinas Messick Sportsmanship Award.
  - The Distance Medley Relay team of Avery Shope, Emma Dennison, Kylie Futrell and Riley Nicholson finished 1<sup>st</sup> in the Conference Carolinas Championship and set a new Conference Carolinas and NGU indoor record in the event.
  - Conference Carolinas selected Avery Shope, Emma Dennison, Kylie Futrell, Riley Nicholson and JoAnn Smiling to the All Conference Team.
  - JoAnn Smiling earned USTFCCA All Region Honors.
  - Avery Shope received the Conference Carolinas Scholar Athlete Award.

#### **Quarter 4 (Mar 1-May 30)**

##### Athletic News and Events

- NGU finished 4<sup>th</sup> overall in the Conference Carolinas Hawn Cup standings. The women finished 3<sup>rd</sup> and the men finished 5<sup>th</sup>. The Hawn Cup standings are based on the finish of each conference sport.
- The Athletic Hall of Fame inducted the following: Karen Donehew women's basketball class of 2020, Jack Marler baseball class of 1962, Hall of Legends: Gary Glenn NGU Supporter and Russell Ashmore NGU Supporter.
- Spring 2024 athletic teams' average GPA 2.99.
- Cumulative 2023-24 average GPA for all teams 2.98.
- Cheer Team
  - Finished in first place in the All Girl Intermediate Conference Carolinas competition.
  - The team finished as Runner-up Grand Champions in the Conference Carolinas Cheer Competition.
- Men's Volleyball
  - Finished with a record of 11-3 in the conference and overall record of 15-9.
  - The team lost in Conference Carolinas Tournament Championship game.
  - Conference Carolinas selected the following players to the All Conference Team: Michael dela Cruz, Logan Taylor and Diego Rosich.
- Men's Lacrosse
  - Finished with a 5-2 record in Conference Carolinas and 10-8 overall record.
  - Conference Carolinas selected the following players to the All Conference Team: Christian Cechini, Cole Jenkins, Tyler Pellegrino, Cam Webb and Tristan Brown.
- Women's Lacrosse
  - Finished with a 3-6 record in Conference Carolinas and 4-13 overall record.
  - Conference Carolinas selected the following player to the All Conference Team: Danielle LaPlume.



- Men's Golf
  - Finished seventh in the Conference Carolinas Tournament.
- Women's Golf
  - Won the Conference Carolinas Championship. This is the first conference championship for the women's golf team.
  - Bud Tate was named the Conference Carolinas Women's Coach of the Year.
  - Nicole Krammer won the individual Conference Championship.
  - Conference Carolinas selected Nicole Kramer and Brenna Miller to the All Tournament Team.
  - Caroline Smith received the Elite 23 Award.
- Men's Tennis
  - Finished with a 1-6 record in Conference Carolinas and 3-15 overall record.
- Women's Tennis
  - Finished with a 1-6 record in Conference Carolinas and 2-15 overall record.
- Men's Track
  - Finished 4th in the Conference Carolinas Championship meet.
  - Terrique Webb finished 1<sup>st</sup> in the long jump.
  - Conference Carolinas selected the following players to the All Conference team: Terrique Webb, Bryce Hamby, Be Jaminet and Miles Stephens.
  - Bryce Hamby and Terrique Webb were selected to the USTFCCA All Region Team.
  - Miles Stephens participated in the NCAA Division II National Championship Meet.
  - Miles Stephens earned All American honors in the 100 and 200 meter races.
- Women's Track
  - Finished 4<sup>th</sup> in the Conference Carolinas Championship meet.
  - JoAnn Smiling finished 1<sup>st</sup> in the triple jump.
  - Conference Carolinas selected the following players to the All Conference team: JoAnn Smiling, Riley Shope, Tiara Cox and Carleigh Vaughn.
  - Hannah Hill, JoAnn Smiling, Tiara Cox and Carleigh Vaughn was selected to the USTFCCA All Region Team.
- Softball
  - Won the Conference Carolinas Regular Season Championship Southwest Division with 12-4 division record, a 17-7 record in Conference Carolinas and a 36-20 record overall.
  - Conference Carolinas selected Karley Green, Maddie Stone and Emily Blackwell to the All Conference Team.
  - Emily Blackwell received Freshmen of the Year honors.
- Baseball
  - Won the Conference Carolinas Regular Season Championship with a 24-6 conference record and overall record of 41-14.
  - Hosted the Southeast Regional Tournament. The team lost 2 in the tournament.

- Conference Carolinas selected the following players to the All Conference team: Reece Fields, Nate Roof, Jake Monroe, David Lewis, Landon Shaw and Pat Monteith.
- David Lewis received Player of the Year Honors.
- Conference Carolinas selected the following players to the All Defensive Team: David Lewis, Landon Shaw and Pat Monteith.
- Pat Monteith and Reece Fields were named to the NCBWA All American team.
- David Lewis, Reece Fields and Nate Fields were named to the NCBWA All Region Team.
- David Lewis and Reece Fields were named to the NCBWA All American Team.

**Personnel**

- Will Lowrey named Director of Athletics.
- Andy Robinson resigned his position as head women's soccer coach.

## ***Senior Campus Pastor/Chief Spiritual Formation Officer***

*Dr. Steve Crouse*

The Senior Campus Pastor (SCP) provides pastoral care and prayer for the university family. In addition, he is the Chief Spiritual Formation Officer who encourages and develops spiritual formation for faculty, staff, and students (along with the Campus Ministries and Student Engagement department). Further, he is co-director of the Christian Ministry Scholarship Fund, an endowed scholarship which supports students following the Lord's call into vocational ministries by cutting the cost of their education. The SCP is also a member of the College of Christian Studies Faculty, teaching a half-time faculty load. Additionally, he serves on the university Executive Leadership Council. Further, he is currently the Intentional Interim Manager for Joyful Sound, a university music ministry team.

### **Quarter 1 (Jun 1 – Aug 31)**

#### Senior Campus Pastor

Provided Pastoral Care for the University Family.

Attended funeral services of former employees, family members of faculty and staff, and friends of the university.

Met weekly with willing executive leaders, including the president of the university, for prayer and support.

Provided hospital visitation and bereavement care as needed.

Provided email prayer updates for the faculty and staff as needed.

The SCP manages and communicates with an off-campus prayer team, updating them monthly on university prayer needs; is updated on campus needs monthly; Dr. Russell Ashmore, Jr., a founding member of this team and a longtime friend and trustee of the university, went to be with the Lord on August 21 at the age of 93; our baseball complex is named for Dr. Ashmore; he will be missed

The SCP represented the university at the Southern Baptist Pastors Conference, the annual Southern Baptist Convention, Baptist 21 meeting, and the Southeastern Baptist Theological Seminary luncheon in New Orleans, June 11-14, 2023

#### Spiritual Formation

The SCP is available to meet with willing departments for a conversation about spiritual formation and how they are growing spiritually.

Right Now Media continues to be a helpful resource that is available to the university family through the SCP's office.

The SCP did a presentation on the spiritual formation of a faculty member during the new faculty workshop in August.

The Annual Faculty/Staff Spiritual Formation Survey opened for faculty during the Faculty Workshop in August.

The Annual Student Spiritual Formation Survey opened when new students arrived on campus in August.

Highlights from the 2020-2023 student surveys are:

2020	2021	2022	2023	
27.4%	32.1%	46.3%	43.3%	<i>of our students are not church members</i>
N/A	82.2%	74.0%	80.7%	<i>attend a church at least some time when on campus during the weekend.</i>
N/A	69.7%	68.0%	71.8%	<i>attend church weekly while at NGU</i>
50.9%	77.5%	63.7%	70.5%	<i>believe they should give at least 10% (tithe) to their local church</i>
51.1%	43.5%	37.8%	42.0%	<i>meet with someone regularly for accountability</i>
51.4%	70.8%	64.0%	75.8%	<i>pray several times a week</i>
51.6%	47.0%	41.8%	55.4%	<i>read their Bibles most every day</i>
46.1%	46.6%	36.3%	39.6%	<i>keep a journal</i>
48.4%	35.2%	31.7%	34.2%	<i>memorize Scripture</i>
52.8%	33.7%	32.3%	38.3%	<i>are involved in short-term mission projects</i>
49.3%	62.1%	53.0%	64.8%	<i>talk with others about their faith regularly</i>
53.6%	57.3%	49.9%	58.7%	<i>take time to mediate and reflect on God's Word weekly</i>
55.1%	80.8%	77.9%	83.3%	<i>apply biblical principles to their lives</i>
51.8%	71.2%	61.3%	78.2%	<i>regularly confess their sins to God</i>
56.6%	84.2%	79.3%	84.6%	<i>stated that their faith shapes how they think and act</i>
55.9%	86.9%	86.8%	87.0%	<i>state that their faith helps them know right from wrong</i>
53.1%	87.2%	85.9%	89.4%	<i>see evidence of God's activity in the world</i>
52.0%	73.2%	69.2%	83.9%	<i>sense God's presence in their lives most of the time</i>
52.2%	71.4%	69.0%	77.4%	<i>seek out opportunities to grow spiritually</i>
54.4%	83.5%	77.3%	81.9%	<i>feel their lives have a purpose that is meaningful</i>
55.7%	82.4%	80.0%	85.0%	<i>feel that they their faith can help them overcome any crisis</i>
40.1%	36.1%	36.0%	40.8%	<i>are satisfied with their devotional lives</i>
53.5%	74.9%	73.0%	76.3%	<i>apply their faith to political situations</i>
77.7%	77.2%	76.0%	79.7%	<i>are satisfied with their Bible Study habits</i>
50.4%	84.7%	81.0%	86.0%	<i>are satisfied with their private prayer</i>

80.9%	45.7%	41.0%	52.6%	<i>are satisfied with their Scripture memorization</i>
62.7%	58.5%	58.0%	62.1%	<i>are satisfied with their biblical meditation</i>
44.2%	50.6%	48.0%	49.8%	<i>are satisfied with keeping a journal</i>
52.8%	72.6%	73.0%	76.8%	<i>are satisfied with solitude with God</i>
20.8%	21.2%	21.0%	23.5%	<i>are satisfied with fasting</i>
85.9%	83.0%	83.0%	88.1%	<i>are satisfied with their practices of serving others</i>
				<i>What has encouraged our students the most spiritually?</i>
	14.1%	0.0%	3.5%	<i>Fount (Baptist Collegiate Ministries--BCM)</i>
	23.7%	30.0%	25.3%	<i>Chapel</i>
	3.8%	3.7%	3.5%	<i>FCA</i>
	17.0%	13.7%	20.4%	<i>Local church</i>
	19.3%	17.8%	15.8%	<i>Faculty or staff member</i>
	10.0%	2.9%	12.6%	<i>Residence life/SLT</i>
	7.5%	7.1%	9.8%	<i>Small group</i>
	5.3%	8.7%	5.3%	<i>A particular class</i>

### Christian Ministry Scholarship Fund (CMSF)

Meeting dates were set for the CMSF; they are September 19, 2023, January 30, 2024, and April 16, 2024; the Board of Directors meet at 4:00 pm and the dinner meetings begin at 6:30 pm.

The CMSF Interview Day was set for February 9, 2024.

Dr. Michael Pardue, pastor of First Baptist Church in Icard, NC, former president of the Baptist State Convention of North Carolina (BSCNC) Pastors Conference, and past president of the BSCNC, agreed to speak at the September dinner meeting; he is a D.Min. graduate of NGU.

### **Quarter 2 (Sep 1 – Nov 30)**

#### Senior Campus Pastor

Provided Pastoral Care for the University Family.

Met individually with willing new faculty members to build relationships and to have conversations about spiritual formation.

Attended funeral services of former employees, family members of faculty and staff, and friends of the university.

Represented the university at the SCBC Pastors Conference, the Onward Conference, and the Alumni and Friends dinner, and the SCBC in Columbia on November 13-14.

### Spiritual Formation

The SCP is available to meet with willing departments for a conversation about spiritual formation and how they are growing spiritually.

The Annual Faculty/Staff Spiritual Formation Survey and the Annual Student Spiritual Formation Survey closed on September 5, 2023.

The SCP is exploring developing a strategy to encourage spiritual formation groups of three people (D3 groups) to discuss Scripture they agreed to read, pray for the lost, and hold each other accountable.

### Academics

The SCP is teaching a section of Spiritual Formation for the Christian Minister on the Tigerville campus during the fall of 2023.

The SCP is teaching a section of Engaging the Biblical Narrative, a new Christian Studies core class offered for the first time in the fall of 2023.

### Intentional Interim Manager of Joyful Sound

Joyful Sound's fall travel schedule was completed; the spring schedule is nearing completion.

The fall travel season began on Labor Day weekend at Surfside Beach, SC.

Joyful Sound participated in the SCBC's Onward Conference on November 13.

Joyful Sound sang at the annual alumni and friends dinner meeting at the SCBC on Monday evening, November 13.

The teams concluded their fall schedules November 18 where they shared in 30 ministry venues, including the SCBC Bethea Home.

Currently, there are only four open ministry dates for the spring semester.

The teams worked through the first five chapters of Romans in spiritual formation during the fall term.

### Christian Ministry Scholarship Fund (CMSF)

Dr. Albert Allen, pastor of First Baptist Church in Newberry, SC, and past president of the SCBC committed to speak at the January 30, 2024, dinner meeting of the CMSF.

The CMSF endowment corpus is \$5,138,018.63; mission direct giving is \$40,302.60.

### **Quarter 3 (Dec 1 – Feb 28)**

#### Senior Campus Pastor

Provided Pastoral Care for the University Family.

The SCP met individually with willing new faculty members to build relationships and to have conversations about spiritual formation.

Attended funeral services of former employees, family members of faculty and staff, and friends of the university.

Represented the university at the SCBC Impact Conference at the Church of the Mill in Spartanburg on February 22.

### Spiritual Formation

The SCP is available to meet with willing departments for a conversation about spiritual formation and how they are growing spiritually.

### Academics

The SCP completed teaching a section of Spiritual Formation for the Christian Minister on the Tigerville campus during the fall of 2023 with final exams in December.

The SCP finished teaching a section of Engaging the Biblical Narrative, a new Christian Studies core class with final exams in December.

The SCP is preparing to teach Spiritual Formation for the Christian Minister and Christian Discipleship on the Tigerville campus in the spring of 2024.

The SCP taught Spiritual Formation at the graduate school during the S1 term.

The SCP will teach Introduction to Youth Ministry through NGU online during the S2 term.

The SCP is building the courses on Prayer and Revival (offered through the graduate school in the summer of 2024) and Evangelism (offered F1 of 2024).

### Intentional Interim Manager of Joyful Sound

The teams sang at the Citizens for Life banquet, January 5, 2024, in Columbia, SC.

The teams sang at the Citizens for Life Rally at the SC capitol building on January 6.

### Christian Ministry Scholarship Fund (CMSF)

Dr. Hunter Baker, NGU's Provost and Dean of the University Faculty, was scheduled to deliver the charge to graduating recipients at the CMSF Commissioning Service, April 16, 2024.

### **Quarter 4 (Mar 1 – May 31)**

#### SCP

The SCP encouraged the campus to pray for spiritual awakening. In this election year and with all the crazy things happening in the US, the decline in biblical Christianity, sexual confusion, and debate is discouraged, from a historical perspective we are ready for a spiritual awakening. The only place that power precedes prayer is in the dictionary. Before every great awakening, God moved in the hearts of his people drawing them to repentance, a burden for the lost, and a hunger for holy living. God is sovereign and sends revival when

he chooses. There has been an uptick in the number of students responding in obedience to God's call to ministry. Pray that God would send a heaven sent, Holy Spirit led awakening.

The university family was encouraged to pray for the lost on campus during the closing days of the semester.

### Spiritual Formation

The SCP participated in two faculty reading groups this fiscal year that strengthened participants spiritual growth and increased fellowship among the faculty.

The SCP completed the spiritual formation meetings with Joyful Sound on April 20.

The SCP accepted an invitation to address new NGU faculty about spiritual formation on August 13.

The D3 strategy will launch during the faculty workshop on August 14-15.

The Annual Spiritual Formation Surveys will be opened on August 13.

### Academics

The SCP finished teaching a section of Spiritual Formation for the Christian Minister and Christian Discipleship on May 1, 2024.

The SCP completed teaching Introduction to Youth Ministry through NGU Online on May 1.

The SCP began teaching Prayer and Revival at the graduate school online on May 6, 2024.

The SCP is designing an Evangelism course for the graduate school that he will teach in the 2024 F1 term.

The SCP is designing a course on the Spiritual Formation of the Christian Minister for NGU online as a part of bringing the online programs in alignment with the College of Christian Studies course offerings on the Tigerville campus.

### Intentional Interim Manager of Joyful Sound

One Joyful Sound team witnessed an unusual moving of the triune God at Andersonville Baptist Church in Anderson, SC, on March 17; the invitation lasted for thirty minutes as people wept over their sin and the lost, repented of sin, and responded to the Lordship of Christ.

The SCP completed his Two-Year Intentional Interim Manager of Joyful Sound appointment on April 20.

### Christian Ministry Scholarship Fund (CMSF)

Dr. Hunter Baker, NGU's Provost and Dean of the University Faculty, delivered the charge to graduating recipients at the CMSF Commissioning Service, April 16, 2024.

Meeting dates were set for the 2024-2025 fiscal year; September 17, 2024, January 28, 2025, and April 15, 2025.



## ***University General Counsel***

Jill Rayburn, JD

The Office of the University General Counsel is responsible for resourcing the University and specifically the President, SLC and ELC by providing legal advice and counsel to help enable them to: (a) carry out the University's mission to equip transformational leaders, (b) prudently manage the related risks and opportunities, (c) to resolve any legal conflicts, and (d) to meet their legal and ethical responsibilities.

### **Quarter 1 (Jun 1 – Aug 31)**

#### University Policy/Procedures

We held weekly meetings with HR on personnel issues as well as strategized training and policies.

We worked with CMSE and Athletics to review our Student Handbooks.

#### Contracts & Property

##### *Intellectual Property*

We received initial feedback from the trademark officer on our patents and worked with our outside counsel on supplementing our filings and in disputing some initial findings on the interlocking NG trademark. The NGU community used the ™ mark for the icon, "Christ Makes the Difference", NGU, interlocking NG, and the university seal during this period.

##### *Executive Leadership*

We continued working with the Administration on selling the Cliffs properties as well as other real estate interests of the university.

#### NGUleads

We worked on planning our Graduation for the NGUleads 2022-23 and for the initial meeting for our NGUleads 2023-24 cohort which was scheduled for September 22<sup>nd</sup>.

#### Title IX

We conducted our annual training for our student athletes and leaders as well as our coaches and OCSS officers.

We made preliminary reviews in anticipation of the final regulations from the Biden administration for changes to the Title IX process.

#### Clery

We continued working on ensuring that we incorporate more safety training for our NGU community.

We also worked on finalizing the review of the 2023 Clery report.

### Critical Incident Planning and Effectiveness Team (CIPET)

We worked with HR on the launch of the training PowerPoint for all employees on the Avoid.Deny.Defend plan.

Chief Smith worked on finalizing the training PowerPoint presentation for our student body which will be launched by CMSE.

The Team continued to work with OCSS on the Active Assailant response and began analyzing the needs for the University on a communication plan during any crisis.

The Team continued to work with the departments to revise policies and procedures for critical incidents as well as training and communication of those policies and procedures.

### *Emergency Medical Response Task Force*

Tigerville Operations worked on coordinating efforts for consistent and routine training across campus prioritizing training spots for positions which were identified as having high contact with students and then allowing any NGU community member to fill empty spaces remaining open in the training.

### Campus Safety and Security

We worked with IT to plan and schedule the installation of new exterior cameras to monitor the campus entrances and parking lots.

### *New Workflow adopted for OCSS*

EMERGENCIES: Call 911. Advise them you are on North Greenville University Campus and follow their instructions. The necessary responders will be sent to your location.

For NON-EMERGENCY NEEDS: The LiveSafe App was implemented.

For OCSS ADMINISTRATIVE NEEDS: Email or call our Administrative Assistant Morgan Hudson at the following: [morgan.hudson@ngu.edu](mailto:morgan.hudson@ngu.edu) / 864-663-0259. The administrative line is only monitored during normal business hours Monday-Friday 8:00 am – 5:00 pm.

ON-DUTY SUPERVISOR: To contact an officer in regard to a case, or for after-hours administrative needs, call 864-977-7777 to speak directly with the on-duty supervisor. A request for service through this line may still be directed to the LiveSafe app. The goal is to have 100% buy-in from the community for the LiveSafe app so the alert and other safety functions are the most effective.

### *Administrative Updates*

We completed the transfer of our dispatch service provider to Travelers Rest Police Department. TRPD Dispatch has access to LiveSafe app and utilizes the software for our daily logs for all calls.

We worked with Campus Enhancement to plan for Phase 2 on our OCSS offices remodel.

## **Quarter 2 (Sep 1 – Nov 30)**

### University Policy/Procedures

We continued to work with HR on personnel issues as well as strategized training and policies. We also assisted in the development of a new Graduate Assistant's Handbook and held individual athletic team meetings with the head coaches on FLSA compliance.

### Contracts & Property

#### *Executive Leadership Team*

We continued to work with each executive team member reviewing various contracts for their respective departments.

#### *Intellectual Property*

We finalized negotiations with the trademark investigator for the language on our trademark and filed the final applications. We applied for renewals for "North Greenville University," the crusader logo, and the academic seal in the sale of goods category.

#### *Real Property*

We finalized the purchase of the residence at 2416 Hwy 414, Travelers Rest.

#### *Executive Leadership*

We continued working with the Administration on selling real estate investment properties of the university.

#### *Academics*

We worked with various academic departments on review of various affiliation and partnership agreements.

### Title IX

We continued to work on moving our forms and processes to Softdocs.

We continued waiting on the release of the final regulations from the Biden administration for changes to the Title IX process to begin reviewing and revising our policy.

We onboarded a complete staff of investigators and Title IX coordinators for the year.

We launched a new awareness campaign consisting of new posters across campus with the assistance of 2022-23 NGUleads cohort.

We wrapped up our faculty, student leader and athletic team annual training in September.

We prepared and implemented training for our Staff and adjudicators during October.

### Clery

We finalized the 2023 Clery Report, published it on our website, and sent an email notification to the university community. We also entered our statistics on the DOE site.

We worked on enhancing our safety training for our NGU community.

### Critical Incident Planning and Effectiveness Team (CIPET)

CIPET continued to meet monthly to review our policies and procedures for responding to critical incidents at the university.

The team reviewed the Active Threat, Title IX and the Severe Weather policies during the second quarter. We also reviewed the training for Stop the Bleed and Narcan.

HR prepared the launch of the PowerPoint for all employees on the Avoid.Deny.Defend plan and CMSE prepared for the launch the PowerPoint presentation to our student body.

The team continued to work with OCSS on the Active Threat response and analyzing the needs for the University on a communication plan during any crisis. OCSS updated the team on the Active Threat officers' protocol and policy and the new dispatch service with TRPD.

Tigerville Operations updated the team on making training on AED/CPR available routinely for employees and prioritizing positions including building liaisons, student leadership team members, and intramural athletics.

The team met on September 11th and approved the final version of the University Clery Report.

### Campus Safety and Security

We continued to work with IT to plan and schedule the installation of new exterior cameras to monitor the campus entrances and parking lots.

Our officers trained with GCSO in a live training scenario of building searches for active threat assailants and breaking down doors.

We have a new MOU with the Travelers Rest Police Department which allows TR officers to serve as law enforcement at our events on campus in addition to the GCSO deputies.

### NGUleads

Our Graduation for the NGUleads 2022-23 and initial meeting for our NGUleads 2023-24 cohort was well attended and appreciated by both cohorts.

We kicked off our professional development sessions on Friday, October 6th with a session on Team Building led by Rachael Russiaky, NGU VP of Student Services; Kelvin Long, NGU women's basketball head coach; and William Cason, CEO of the Cason Group. The team building session was followed by an overview of the NGU administration led by Rich Grimm

and Mike Stowell. We ended our afternoon with team building activities led by our ODEL faculty. Each member of our new cohort took the EQi2 and personality assessments and met individually with Dr. Kramer to review their individual results.

### **Quarter 3 (Dec 1 – Feb 28)**

#### University Policy/Procedures

We continued our weekly meetings with HR on personnel issues as well as strategizing training and policies.

We met regularly with the Officers with Authority, Academic Administration, and Accommodations on aligning our complaints, investigations, hearings, and appeals.

We strategized with Finance and Personnel Services on implementing a policy manual for the university.

#### Contracts & Property

##### *Executive Leadership Team*

We continued to work with each executive team member reviewing various contracts for their respective departments.

##### *Intellectual Property*

We received our registration for the NGU icon and “NGU” but were still awaiting final approval on the remaining trademarks from the trademark office. The “Christ Makes the Difference” trademark was denied by the USPO as a value statement that is not trademarkable on its own; meaning we can still use the phrase but cannot prevent others from using it. The statement has been previously trademarked by the University when combined with North Greenville University. However, the USPO is taking a more stringent stance on granting approvals for common phrases/value statements.

##### *Senior Leadership*

We continued working with the Administration on selling real estate investment properties of the university.

##### *Academics*

We worked with various academic departments on review of affiliation and partnership agreements.

#### Title IX

We determined that Microsoft forms will be utilized on an interim basis for our new Title IX complaint form and worked on the conversion of the form and planned to update the portal and website upon completion.

We continued to wait on the final regulations from the Biden administration for changes to the Title IX process to begin reviewing and revising our policy.

### Clery

We continued to input data into Vector and flag the Clery incidents in preparation for the 2024 annual report.

OCSS worked on new awareness initiatives, including a new Instagram account, to add to our safety training for the community as required by Clery.

### NGUleads

We continued our professional development schedule in November with a service project at Greer Relief followed by spending the afternoon working on communication and conflict resolution led by Dr. Tracy Kramer and Dr. Jill Rayburn.

We picked back up in January with a morning session on Individual Leadership led by Dr. Nathan Finn, and we attended the inaugural faculty meeting with Dr. Baker. The afternoon consisted of sessions on “Basic Supervision” led by Dr. Tracy Kramer; “Interview Do’s and Don’ts” led by Michelle Sabou, Director of Personnel Services, and “Weathering the Storm of Terminations” led by Dr. Jill Rayburn.

On February 9<sup>th</sup>, Melanie Hammack led our sessions on “Maximizing Strengths” and “Leading Organizational Change.”

### Critical Incident Planning and Effectiveness Team (CIPET)

The team finalized its recommendation on the communications and response protocol for the university in the event of an active threat.

Billy Watson updated the training schedule for AED/CPR, Stop the Bleed and Narcan for the Spring semester.

The team continued to work with the departments to review the policies and procedures as well as training and communication of those policies and procedures.

### Campus Safety and Security

We continued to work with IT to finalize a plan to install new exterior cameras to monitor the campus entrances and parking lots. As part of that plan, we reassessed the existing university cameras to determine whether the camera was serving the desired security need and whether the camera would merge into the Genetec system. We awaited cost estimates so we could prioritize the cameras for installation.

We purchased new monitors for the OCSS office which enable our officers to live view and review video recordings. New laptops were purchased for the officers, and IT worked on finalizing the setup of these laptops and as well as the monitoring system.

We worked with IT and CMSE on setting the access and responsibilities for Genetec.

## **Quarter 4 (Mar 1 – May 31)**

### University Policy/Procedures

We continued our weekly meetings with HR on personnel issues and strategizing training and policies.

We continued to meet regularly with the Officers with Authority as well as Academic Administration and Accommodations on aligning our complaints, investigations, hearings and appeals. We had a great strategy planning meeting in May with Student Engagement, Title IX, HR, and Academics on a more unified approach for hearings and appeals across the university.

We began training in Watermark for the Policy Catalog. We coordinated with Student Services on the training and implementation.

We worked with IT/HR/Academics/Enrollment on the credentialing process for new faculty hires, affiliate and dual enrollment faculty.

### Contracts & Property

#### *Executive Leadership Team*

We continued to work with each executive team member reviewing various contracts for their respective departments.

#### *Intellectual Property*

We wrapped up all of our final approval for our university trademarks including: the icon, “NGU”, interlocking “NG”, “North Greenville University,” the Crusader logo, and the academic seal.

With the launch of our new mascot, we filed with the Trademark Office our notice of intent to use applications for our new core mascot marks. The NGU community should use the ™ for the NGU Trailblazers, the red fox/shield mark, and the red fox images.

#### *Executive Leadership*

We continued working with the Administration on selling real estate investment properties of the university.

#### *Academics*

We worked with various academic departments on review of affiliation and partnership agreements.

### Title IX

The new Title IX complaint form has been converted to a Microsoft form and has been updated on the portal and website.

The Title IX Coordinator attended several Webinars on the new regulations. The consensus is that there will be a court ordered stay issued on the implementation of the new regulations. While awaiting the stay, we continued to participate in Webinars and review the new regulations. The new regulations contain numerous changes which would need to be reflected in our Title IX process and go into effect on August 1, 2024.

### Clery

We continued inputting data into Vector and flagging the Clery incidents in compliance with the Clery Act.

Student Engagement, Personnel Services, Title IX and Campus Safety and Security are updating the Clery Report with changes that have been made to our safety policies for the new 2024 Clery Report.

Campus Safety and Security have provided the 2023 data, and we will be sending notices to our other CSAs (Campus Safety Authorities) for collection of any additional reports that have not been previously reported.

The 2024 Clery report must be published on October 1, 2024.

### NGUleads

The February 9<sup>th</sup> meeting was kicked off with a session led by Melanie Hammack on “Maximizing Strengths.” We then heard from Adam Morgan, District 20 SC State Representative and President of Majesty Music, and Kenneth Field, with BlueInc Strategies International, LLC, on leading change within an organization.

We were able to meet in the new Ellison Conference Room for our March meeting. Yasser Youssef and Michael Bingham, CEO and COO of the Budd Group, spoke to the group on personal and corporate accountability. The session was followed by a panel on accountability and our 2 speakers were joined by Retired Colonel, US Army Reserves, Charles Moore of Genentech and Stewart Jones, political candidate. Dr. Kramer wrapped up our day with a session on how personality traits impact accountability within the organization.

Our final meeting for the year was held in April on the Tigerville campus. We assisted Advancement with hosting the Plaster Center dedication. We wrapped up our year with sessions presented by our President, Dr. Fant, and our Executive Vice President, Rich Grimm. 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.

The new 2024-25 cohort was nominated and approved by the Executive Leadership Council and invitations were sent to the nominees to participate in next year's NGUleads.



Dr. Nathan Finn will be joining the leadership team for NGUleads.

#### Critical Incident Planning and Effectiveness Team (CIPET)

The team finalized its recommendation on the communication and action protocol in case of an active threat. The team will begin uploading resource information into digital files for the Crisis Management Team.

We will use the summer to re-prioritize policies for review by the Team.

#### Campus Safety and Security

IT installed new monitors for the OCSS office to allow use of the new Genetec security system including the ability for the officers to live view and review video recordings.

All new tough book laptops have been issued for our OCSS officers.

A new safety and security form for the NGU community to report concerns about someone posing a threat to themselves or others has been converted to a Microsoft form and has been updated on the portal and website. Submissions from this form will go directly to Chief Jeff Smith who will immediately convene a meeting with the OWA to determine follow up on the report.

We hosted the Security IT group (Tiger1 team) from Clemson University on May 6th and benefited greatly from their experience with the Genetec security software. We hope to continue the relationship.

Two of our OCSS command staff have been certified in Self Defense so we can offer self-defense classes to our community.

We prepared for the summer Fuge camps.

We continue working on updating our standard operating procedures.

## ***Vice President for Advancement and University Engagement***

Mr. Marty O’Gwynn

NGU experienced growth in both the funds committed for the university’s mission and the number of financial donors during the 2023-24 fiscal year. Major gifts toward a capital project campaign and continued support for the Cline School of Music and a robust cultural events series were key highlights for the year.

### **Quarter 1 (Jun 1 – Aug 31)**

#### Major Gifts

Over the first quarter, NGU received a total of \$550,823.12. Advancement personnel continued discussions with donors and prospective donors regarding support for key NGU initiatives, including the Donnan/COBE Project to renovate historic Donnan Administration Building.

#### Alumni Engagement

The office hosted the Third Annual NGU Night at the Drive Game at Fluor Field in Greenville on June 2. A total of 138 people registered for the fellowship event.

The office hosted an alumni and friends dinner at Mulate’s restaurant in New Orleans, LA, on June 13 during the Southern Baptist Convention Annual Meeting. A total of 135 people attended the dinner, which featured presentation of NGU’s Paula and Ken Hemphill Denominational Service Award to Dr. Gary Hollingsworth, retiring executive director-treasurer for the South Carolina Baptist Convention. The office also hosted an alumni event at the Augusta GreenJackets minor league baseball game on July 21 and a pre-game football tailgate dinner at Charleston Southern University on August 31.

#### Staff Transitions

Two people joined the AUE staff in August, with the addition of Matthew Thomas as Major Gifts Officer, and Kimberly Morgan as Director of Hospitality/Office Manager. Micah Sepko resigned from his post as Assistant Vice President for Athletics Advancement on June 30. Lamont Sullivan was promoted to Senior Associate Vice President for Alumni Engagement and Athletics Development on July 1.

### **Quarter 2 (Sep 1 – Nov 30)**

#### Major Gifts

NGU received a grant commitment of \$1,530,514 for the Donnan/COBE Project from a midwestern foundation in October. Two other gifts in excess of \$100,000 – one for the School of Music and one for cultural events – helped raise quarterly support.

### Donor Stewardship

NGU recognized 2022-23 President's Partners (donors who gave \$1,000 and above to NGU during the year) at the 2023 Red Carpet Gala on October 5. During the event at the Poinsett Club in Greenville, NGU presented five donor awards for leadership support. The Tip of the Sword Award for athletics contributions was given to Chick-fil-A of Greer. Dr. Jill Branyon received the Faculty/Staff Heritage Award; Cliffs Residents Outreach was named the Foundation/Corporation of the Year; Beth Jackson received the Board Leadership Award; and 1959 North Greenville graduate Lottie Caldwell received the Leo Vernon Powell Award.

### Donor Relations

A variety of special events were hosted for donors and prospective donors to NGU. Staff assisted with dedication of the renovated Sullivan President's Box at Younts Stadium on September 16. There was an on-campus dinner for prospective donors to the Donnan/COBE Project from Travelers Rest and Landrum on September 21. Staff hosted 31 people for "Dinner and a Show" on November 10, with a meal in the Hartness Dining Room before viewing "The Last Night of Ballyhoo" in Billingsley Theatre.

### Church Relations

In November, staff set up and hosted booths at the South Carolina Baptist Convention Annual Meeting in Columbia; the BSCNC Annual Meeting in Greensboro, NC; and the Southern Baptist Convention of Virginia Annual Homecoming in Chesterfield, VA. The Alumni Engagement Office hosted a fellowship meal at the start of the SCBC Annual Meeting at Shandon Baptist Church, with approximately 80 people in attendance. Working with Enrollment Engagement staff, AUE personnel represented the university at more than 20 SCBC association annual meetings across the state.

### Alumni Engagement

NGU hosted Homecoming October 27-28, with the Distinguished Alumni Award presented to Camilla Pitman, a 1983 graduate who serves as Greenville's City Clerk. The weekend included the Marion Moorhead Golf Tournament at Cherokee Valley Golf Club.

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

### Events

NGU's Auxilio women's organization hosted its fall semester luncheon on September 5, with Dr. Constance Wright as the speaker. A total of 33 people attended.

NGU hosted the Christian Ministry Scholarship Fund fall dinner on September 19, with 143 in attendance. The guest speaker was Dr. Micheal Pardue, Sr., immediate past president of the Baptist State Convention of North Carolina and pastor of the First Baptist Church of Icard, NC.

NGU First Lady Lisa Fant hosted an Auxilio Homecoming Brunch on Saturday, October 28, at the President's Home. A total of 50 women attended the event.

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

#### Athletics Fund-Raising

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

#### **Quarter 3 (Dec 1 – Feb 28)**

#### Major Gifts

Major gifts during the quarter were highlighted by a \$1,000,000 contribution to support university scholarships. Other major gifts included scholarship support, the Donnan/COBE Project, the Cline School of Music piano lab, and NGU Baseball.

#### Annual Giving

Calendar year-end appeals to alumni and friends were tied to the "Difference-Maker" theme and also supported by NGU's "Light on a Hill" commemorative brick campaign for the entry plaza to the renovated Robert W. Plaster Free Enterprise Center.

#### Events

Staff assisted with President and Mrs. Fant's Christmas Open House at the President's Home on December 7.

Staff coordinated a December Commencement Speaker's Reception on December 8 in the Hartness President's Dining Room, including activities related to presenting longtime NGU trustee and donor Ron Edwards with an honorary doctorate.

The Christian Ministry Scholarship Fund winter dinner was January 30, with 139 people in attendance. Guest speaker was Rev. Albert Allen, pastor of the First Baptist Church of Newberry, SC, and past president of the SCBC.

Staff coordinated three special events on the Tigerville campus with noted financial investment advisor David Bahnsen on February 22 and 23. Mr. Bahnsen met with faculty and staff at a Feb. 22 luncheon in the Hartness President's Dining Room. He spoke at a dinner for 70 guests in Moore Hall that evening. He then spoke at a special NGU Chapel in Turner Chapel on Feb. 23.

#### University Engagement

Staff assisted with the Fourth Annual Tigerville Christmas Parade on Saturday, December 9.

## Church Relations

Staff worked with NGU's booth at the SCBC Impact evangelism conference at Church at the Mill in Moore on February 22.

## **Quarter 4 (Mar 1 – May 31)**

### Major Gifts

Major gifts for the quarter were led by a \$503,444.95 estate gift which supported scholarships and the Donnan/COBE Project. Other major gifts were given for NGU Football, NGU Baseball, and the Donnan/COBE Project.

### Donor Relations

Staff coordinated "An Evening of Faith and Beauty" at The Galleries at First Presbyterian Church" in downtown Greenville on April 4. The reception and viewing of works by artist Makoto Fujimura included a lecture by President Gene C. Fant, Jr., titled "Why Beauty Matters in an Anxious Age."

Staff coordinated the Dedication Celebration activities for the Robert W. Plaster Free Enterprise Center. The events included a guest lecture by Dr. David Yonai on the evening of April 11, with 200 students in attendance. The dedication ceremony was in front of the center on the morning of April 12, followed by a lunch-on-the-grounds event for the campus community as well as a smaller appreciation luncheon for leadership donors and representatives from firms which worked with NGU on the capital project.

### Alumni Engagement

The Alumni Engagement Office provided graduation gifts to May 2024 graduates.

Alumni Engagement continued to host Legacy Friday doughnuts-and-coffee events for students whose parents or other family members attended NGU.

The office hosted the Fourth Annual NGU Night at the Drive Game at Fluor Field in Greenville on May 10. A total of 100 people registered for the fellowship event.

### Events

Staff hosted the spring Auxilio luncheon in the Hartness President's Dining Room on April 4. Dr. Tony Beam was the guest speaker for the luncheon. A total of 31 people attended.

Staff coordinated a barbecue picnic meal at NGU Baseball for approximately 100 members of the Wallington Sunday School Class from the First Baptist Church of Spartanburg on April 6. Guests heard from NGU Head Coach Landon Powell before the baseball double-header.

Staff hosted a group of members from the First Baptist Church of Greer for a lunch in the Hartness President's Dining Room and a tour of the Miller Bible Museum on the Tigerville campus on April 9. A total of 25 people participated in the lunch and tour.

The Christian Ministry Scholarship Fund spring dinner was on April 16 and included commissioning of graduating CMSF scholarship recipients, with a charge given by NGU Provost and Dean of the Faculty Dr. Hunter Baker. A total of 115 people attended.

Staff coordinated a Spring Commencement Speaker's Reception on May 3 in the Sullivan President's Box, honoring Dr. Walter Johnson, dean of NGU's College of Christian Studies.

#### Athletics Fund-Raising

The Crusader Club Golf Classic was on April 2 at Cherokee Valley Golf Club, with 120 golfers registered for the annual event. The event netted \$41,782.14 for NGU Athletics support.

Staff hosted Crusader Club qualifying members at the Bomar Stadium hospitality suite throughout the 2024 NGU Baseball regular season.

For the fiscal year, the Crusader Club had a total of 171 members, raising \$67,300 (which does not include the golf classic support nor tailgating tent revenue).

#### Year-End Total Support

For the 2023-2024 fiscal year, the University received \$5,564,923.58 in advancement gifts and commitments, which was a 20.8 percent increase over the previous year's total of \$4,606,502.61. Cooperative Program support from the South Carolina Baptist Convention totaled \$1,102,774.20, which made the overall amount of gifts received for the year \$6,667,697.78.

## ***Vice President of Campus Enhancement Services***

Mr. Kyle Walden

Serving as the Vice President of Campus Enhancement Services, it is my responsibility to oversee and lead the teams that are Campus Enhancement Services, which is comprised of 62 current employees across five departments: Maintenance, Construction, Transportation and Special Projects, Landscaping, and Housekeeping. The following is a chronological summary of the productivity, accomplishments, and projects that were performed by Campus Enhancement Services, as well as those projects that include contracted services for the fiscal year 2023-2024.

### **Quarter 1 (Jun 1 – Aug 31)**

#### Safety

- *Safety talks are conducted monthly:*
  - Safe Work Habits
  - Foot Protection
  - Heat Exhaustion
- Fire Chief Annual Inspections completed
- Completed repair of an unsafe manhole at Brashier Campus
- Completed Safety repair to the bridge walk at Emory Dormitory
- Placed non-skid safety tread on steps of Unit dormitories (*These dormitories have exterior stairwells that are exposed to weather elements*)

#### Productivity

- *Utilizing our CMMS program (SchoolDude, Brightly) and our transportation program (Fleetio) we completed the following tasks:*
  - 1,483 Work orders
  - 478 PM's
  - 56 Vehicle repairs/services
  - 44 Vehicle reservations/inspections
  - 20 Event setups

#### Construction/Maintenance Highlights

- *In-house construction and maintenance completed:*
  - Completed walkthrough inspections of all dormitories and made repairs as needed
  - Supported FUGE camp as required
  - Replaced HVAC compressors at Brashier campus and outdoor units (3)
  - Replaced compressors at Hayes Ministry/Welcome Center and Turner Chapel
  - Installed walk-in cooler at Chick-fil-A
  - Replaced PRV for main water feed to Tigerville campus
  - Repaired irrigation leaks and breaks on Tigerville campus
  - Installed new hydrant on Wingo St.

- Updated/repaired Aramark offices in Todd Dining
- Installed new pizza ovens in Todd Dining
- Graded and redirected water at soccer/lacrosse field facilities
- Painted common areas in Units A, B, D, E, and F

### Contracted Services

#### *Budd Group:*

- Cleaned dormitory spaces in preparation for FUGE
- Cleaned spaces as requested for multiple on campus events
- Performed treatment program for campus landscaping (grass and beds)
- Installed new plants and shrubbery in front of Hayes Ministry/Welcome Center
- Stripped and waxed dormitories

#### *Donnan/Plaster Legacy Project - Hood Construction:*

- Rough-in of HVAC, Plumbing, Electrical, communication wiring
- Installation of steel for elevator, stairwells, and balconies
- Began installation of glass and new building brick
- Installation of drywall

#### *Hayes Ministry/Welcome Center - AFS, LLC.*

- Completed restoration project of Moore Hall and building's kitchen

#### *Crusader Court - Wilburn, Inc.*

- Completed renovation of units 15-21, 31

### **Quarter 2 (Sep 1 – Nov 30)**

#### Safety

- Saw Stop Table Saw Operational Safety
- Flying Objects
- Extension Cord Safety
- Full inspection of road worthy vehicles' tires for tread and "tire health"
- Preparing vehicles for cold weather climate
- Completed fire drills for all dormitories

#### Productivity

- *Utilizing our CMMS program (School Dude, Brightly) and our transportation program (Fleetio) we completed the following tasks:*
  - 1,456 Work orders
  - 527 PM's
  - 41 Vehicle repairs/services
  - 79 Vehicle reservations/inspections
  - 45 Event setups



## Construction/Maintenance Highlights

- *In-house construction and maintenance completed:*
  - Constructed and finished wall in lobby of Tingle Student Center
  - Started and continued renovation of 67 Balckwell
  - Assisted in the renovation project of the Guest Cabin
  - Completed air samplings at Tigerville and Brashier campuses for air quality control
  - Constructed new water vault at Tigerville campus water tower
  - Installed new septic line and constructed new tank lid at 9 Blackwell

## Contracted Services

### *Budd Group:*

- Fertilized and sprayed out mulch and flower beds
- Overseeded Lawns on Tigerville campus
- Trimmed bushes around campus perimeter, perennials at Tigerville campus entrance signs
- Cleaned spaces that accommodated events for athletics, executive meetings, etc.

### *Donnan/Plaster Legacy Project – Hood Construction:*

- Painting throughout the building
- Completed HVAC installation
- Completed installation of glass
- Installation of flooring, millwork, and plumbing fixtures
- Restoration of the mosaic artwork

### *Guest Cabin – LB Commercial Property Services:*

- Completed substantial portion of the space's renovation

## **Quarter 3 (Dec 1 – Feb 28)**

### Safety

- 10 Ways to have a healthy holiday season
- Proper earplug operation and safety
- Pushing safety
- Worksite PPE
- Proper use of dollies and hand-trucks for moving heavy equipment
- VSC Fire & Security performed yearly inspection
- Installed 25 new fire alarm panels

### Productivity

*Utilizing our CMMS program (SchoolDude, Brightly) and our transportation program (Fleetio) we completed the following tasks:*

- 1,138 Work orders
- 433 PM's
- 35 Vehicle repairs/services
- 40 Vehicle reservations/inspections
- 42 Event setups

### Construction/Maintenance Highlights

- *In-house construction and maintenance completed:*
  - Painted Game Room of Student Center, Music Room M-10
  - Repaired sewer line at Brashier apartment building
  - Completed renovation project of 67 Blackwell
  - Roof repairs on Turner Chapel
  - Continued support to the completion of the Guest Cabin renovation
  - Began renovation of 2416 residence alongside contractor (see contracted services)

### Contracted Services

#### *Budd Group:*

- Cleaned and buffed floors at Avery Wood and Hayes Fine Arts
- Trimmed/pruned bushes and trees throughout the campuses
- Aerated and seeded Tigerville campus

#### *Donnan/Plaster Legacy Project – Hood Construction:*

- Finished COBE and Executive Areas
- Installation of AV equipment, door hardware and programming
- Moved Faculty/Staff into facility
- Continued completion of the punch list

#### *Guest Cabin – LB Commercial Property Services:*

- Completion of the remaining portion of the renovation

#### *68 Blackwell – Stellar Property Solutions:*

- Began renovation of this space for AVP of CMSE

## **Quarter 4 (Mar 1 – May 31)**

### Safety

- Behavioral safety
- Compressed air hose safety
- Heat stress
- Proper PPE for handling chemicals
- Completed fire extinguisher and exit light inspection at Brashier campus

### Productivity

- *Utilizing our CMMS program (SchoolDude, Brightly) and our transportation program (Fleetio) we completed the following tasks:*
  - 1,141 Work orders
  - 608 PM's
  - 43 Vehicle repairs/services; 67 Vehicle reservations/inspections
  - 35 Event setups

### Construction/Maintenance Highlights

#### *In-house construction and maintenance completed:*

- Repaired eroded area at the baseball facilities, as well as collapsed sewer line
- Installation of new water line at Brissie
- Performed annual bleacher inspections
- Received and stored materials for new baseball hitting facility
- Performed all necessary preparations for Spring Commencement
- Began walkthrough inspections of all dormitories
- Replaced several broken windows at Georgia and Marshall dormitories

### Contracted Services

#### *Budd Group:*

- Stripped and waxed classrooms in Crain Science
- Buffed floors in Foster Education, Craft/Hemphill, and Tingle Student Center
- Prepped landscaping for Spring Commencement

#### *Donnan/Plaster Legacy Project – Hood Construction:*

- Continued punch list items being completed
- Sidewalk replacement around building after initial pour had many fallacies
- Exterior light poles placed and energized

#### *68 Blackwell – Stellar Property Solutions:*

- Completed renovation of space for AVP of CMSE and family

#### *48 Blackwell – LB Commercial Property Solutions:*

- Completed renovation of space for Provost and family

#### *Vandiver dormitory – AFS, LLC:*

- Began renovation of this space for the start of Fall '24 semester

#### *Bruce Hall and Neves roofs – Hatcher Roofing:*

- Completed installation of new roofing systems on these facilities

#### *Grease trap for Todd Dining – BSI, LLC:*

- Replaced outdated grease trap to comply with Rewa regulations

## ***Vice President for Campus Ministries and Student Engagement***

Dr. Jared Thomas

The 2023-2024 Academic Year has been a year of transition, restructuring, and growth for Campus Ministries and Student Engagement (CMSE). Effective July 1, 2023, Jared Thomas was named as the Vice President for Campus Ministries and Student Engagement. In conjunction to this the Student Success office along with the services housed in the Institute for Global Leadership were shifted into CMSE. With these changes came a need for better personnel structuring within CMSE. CMSE now has three branches housed within it. 1) Student Life led by AVP Brittany Hendrix houses residential services, student activities and fitness/recreation services. 2) Student Flourishing led by AVP Vlad Sabou houses student success, student health, and student support and accountability services. 3) Student Ministries led by AVP Dallas Vandiver houses chapel, student discipleship, and student mobilization.

### **Quarter 1 (Jun 1 – Aug 31)**

- Partnered with Tigerville Operations to support the needs of the summer FUGE camps.
- Led info session with FUGE parents each week during the summer.
- Continued housing students and processed housing exemption requests.
- Met with key stakeholders to plan Welcome Week and New Student Orientation
- Worked with key stakeholders to develop a comprehensive student activities plan for the academic year.
- Worked to develop discipleship plans for both our residential students and our commuter students (Go Groups)
- Developed a new FYE booklet to help in onboarding new students into NGU and student success.
- Met with the football teams summer attendees. Provided several engagement activities for this affinity group.
- Named Dr. Jared Thomas the VP for CMSE on July 1, 2023
- Developed a restructuring/integration plan to bring Student Success services in alignment with both Student Health and Student Support and Accountability.
- In conjunction with Tigerville Operations, new blinds were installed in Turner Chapel.
- Completed the chapel schedule for the fall and began work on the spring schedule.
- Completed the BCM/Fount schedule for the fall.
- Updated the student handbook (no major revisions) for the new academic year.
- Continued renovations in the Crusader Court residential area.
- Hired McKenzie Grigg as the Coordinator for Residential Services.
- Hired Leilani Nelson as the Coordinator for Student Activities.

- Developed plans to reinvest in Clubs and Organizations with a strong engagement campaign in the fall.
- Completed training for Graduate Assistants, the Student Leadership Team (SLT) and Ministry Teams.
- Completed move-in and Welcome Week operations. This included a new move-in process which did not utilize the athletic facilities area. This change helped in alleviating confusion and increasing efficiency on move-in day. Overall, move-in was smooth and had limited issues.
- Completed debriefs with key stakeholders after Welcome week concluded.
- Completed FYE mentor and faculty training followed by a successful launch of FYE Connect Groups for the incoming fall student cohort.

### **Quarter 2 (Sep 1 – Nov 30)**

- Hosted the annual Church Fair. Over 80 churches came out to network with and support our students. Over 600 students attended the fair.
- Completed a very successful 100 Hours in Scripture campaign with the NGU community.
- Marcus Hayes was the speaker for Ignite and connected well with the student body.
- Global Impact week was well attended. Student Mobilization announced 6 missions opportunities for the 23-24 academic year.
- Student Success and Student Health ran multiple campaigns at the beginning of the semester. The Testing Center, tutoring, and vocational services all began regular outreach and services with the student body.
- Both Homecoming and Family Weekend went well. Family Weekend had over 500 participants. We felt that student engagement was up as compared to the years immediately after COVID.
- CMSE continued to work closely with Student Services to clear students and help in communication.
- Celebrated national first-gen day with donuts for the student body and goodie bags for ONE students.

### **Quarter 3 (Dec 1 – Feb 28)**

- Completed New Student Orientation for the spring class. This event centered around a networking dinner and key staff stakeholders.
- Effective January 1, Dr. Dallas Vandiver was named the AVP for Student Ministries. Dr. Vandiver spent the spring semester observing and evaluating the department while working with Dr. Thomas to make plans for restructuring the layout of the Student Ministries team. This included much conversation around integrating what was IGL and student mobilization.
- The areas continued to run the events and initiative calendared during the summer. Engagement seemed to still be high.

- Hosted the inaugural Finals Frenzy multi-night event helping students with final exam preparation.

#### **Quarter 4 (Mar 1 – May 31)**

- Residential Services communicated with all students about the checkout process and how to complete the housing process for the next academic year.
- SLT conducted campus check-outs and room clearance successfully.
- CMSE held an end of year Staff Debrief and Training. Departmental values and goals were reviewed, and each sub area was tasked with retreating around several key topics during the summer as they prepared for the next academic year.
- Student Ministries formalized the ministry structure and plan for student discipleship and mobilization for the 2024-2025 academic year and began discussions with staff to refine job descriptions.
- The general student activities calendar for 24-25 was completed.
- The fall chapel schedule and syllabus development began.
- CMSE led six co-curricular mission trips.
- A clear philosophy of chapel for the 2024-2025 academic year was developed.
- Chapel scope and sequence were completed with speakers requested.
- The student handbook was placed in Watermark to prepare for a better revision process.
- The current health services contract was evaluated, and a counter proposal is being developed.
- A candidate for the Director of Student Support and Accountability was selected and presented to the administration.
- Completed the summer registration push for students in danger of losing scholarships.
- Expanded Ally to the online student and faculty population and facilitated the first enrollment verification via Ally.
- Hosted the second annual Freshman End of Year Party with over 200 participants.
- Student Activities, alongside a committee, hosted the unveiling party of the new mascot at Late Night Breakfast.

## ***Vice President for Enrollment and Marketing/Communication***

Mr. Chad Peters

Serving as the Vice President for Enrollment and Marketing/Communications, I have the opportunity and privilege of guiding a team of twenty-seven employees responsible for student recruitment efforts along with the marketing and communication efforts for NGU. This has been a challenging year for recruitment and financial aid offices across higher education this year due to implications of the FAFSA changes and timing. The mutually beneficial collaboration between departments here at NGU is substantial and has allowed us to serve students well. Below is a yearly summary highlighting key points of information.

### **Quarter 1 (Jun 1 – Aug 31)**

#### Traditional Admissions

Enrolled 524 new students for the fall 2023 recruitment efforts which was a decrease of 7.7% year over year.

Hosted three New Student Connect events with 303 students attending at least one event.

Enrollment staff assisted with the SBC conference held in New Orleans, LA.

Hosted Clark Higher Ed (CHE) for discovery meetings with various NGU employees as CHE will be assisting with prospective student search efforts.

Developed recruitment strategy with [OneLife Christian Gap Year Program](#).

Prepared fall travel plans for each recruitment territory.

Attended and represented NGU at the Spartanburg One Night event.

Strategically engaged with FUGE leaders and campers throughout the summer.

Attended and represented NGU at [Homeschool Expo](#) which was hosted at NGU.

#### NGU Online & Graduate Admissions

Enrolled eighty-four new NGU Online students for the fall of 2023 recruitment efforts which was an increase of 13.5% year over year.

Enrolled seventy-nine new Graduate students for the fall of 2023 recruitment efforts which was a decrease of 1.3% year over year.

Assisted with the execution of a transfer agreement between NGU and The Technical [College of the Low Country for Early Childhood Education](#).

#### Marketing & Communications

Produced and launched the following videos -

[College of Communication and Fine Arts](#).

[College of Business and Entrepreneurship](#).

[College of Allied Health.](#)

[College of Humanities and Sciences.](#)

[Welcome Week 2023 Video.](#)

[New Student Move-in Day video.](#)

[Dr. Duncan Donnan | COBE Update.](#)

Donnan Administration News Updates

[Work Begins on New Entrance at Donnan Administration Building • North Greenville University \(ngu.edu\)](#)

[Signed Beam Installed at Donnan Administration Building • North Greenville University \(ngu.edu\)](#)

Development of print materials for Traditional Admissions to utilize for fall travel efforts.

Creation of the 1892 Magazine to be utilized at the SBC Conference in New Orleans.

All Areas | Personnel-related hires or role adjustments

None

## **Quarter 2 (Sep 1 – Nov 30)**

### Traditional Admissions

A total of 508 potential students completed an official visit through the Traditional Admissions Office.

Executed three preview day events along with the NGU overnight event for potential students.

Attended Christian College Fairs via NACCAP – including fairs in Texas and Florida.

Attended College Fairs in SC, NC, GA, and TN.

In partnership with Marty O’Gywnn’s team, attended most SC Baptist Association meetings.

Visited teacher cadet classes at Pickens High School, High Point Academy, Blue Ridge High School, and Legacy Early College.

Conducted traditional admissions staff professional development training in collaboration with Clark Higher Ed.

Participated in South Carolina application month efforts.

Met with Southside Christian School to discuss dual-enrollment opportunities.

Attended Christian College Fair hosted by Hendersonville (TN) First Baptist Church.

Hosted current OneLife cohort for campus tour and student activity.

### NGU Online & Graduate Admissions



Attended and represented NGU at the South Carolina Association for the Education of Young Children conference.

Attended meeting with 16-member State Technical School consortium to explore ways to partner with the technical college system.

Attended Southeast Christian School Conference representing NGU programs.

### Marketing & Communications

[NGU U.S. News & World Report Rankings climb promotion.](#)

[NGU student named 2023 SCICU student of the year promotion.](#)

[Campbell Earns Distinguished Adviser Recognition from CMA • North Greenville University.](#)

Produced and launched the following videos -

[\*Student Poster Symposium.\*](#)

[\*Donnan | COBE Video Progress.\*](#)

[\*Donnan | COBE Video II Progress.\*](#)

[\*Global Impact Week.\*](#)

### Donnan Administration News Updates

[\*Renovated Administration Building to Serve as Home for COBE Students • North Greenville University \(ngu.edu\)\*](#)

[\*Donnan Renovations in Home Stretch on NGU's Tigerville Campus • North Greenville University\*](#)

[\*Donnan Administration Building Set to Open Soon • North Greenville University \(ngu.edu\)\*](#)

### All Areas | Personnel-related hires or role adjustments

Charlene Christian hired as an NGU Online & Graduate Admissions Counselor

Thomas Grindell hired as an NGU Online & Graduate Admissions Counselor

### **Quarter 3 (Dec 1 – Feb 28)**

#### Traditional Admissions

Hosted forty-three high school counselors / administrators for the annual Counselor Connect event.

Executed New Student Connect event for incoming students enrolling in January.

Connection with Oconee Christian Academy to explore dual enrollment.

Enrolled thirty-six new students for the spring of 2024 recruitment efforts which was a decrease of 21.7% year over year.

Visited Metrolina Christian School with Rich Grimm to cultivate collaboration with NGU.

Attended men's conference in Houston, TX at Crossroads Church. Visited Christian High Schools in the Houston area as part of the overall trip.

Collaborated with financial aid to present pre-award letters to incoming students due to the FAFSA delay.

Hosted Scholars Weekend with sixty-three potential students competing for scholarship opportunities.

Hosted February preview day with fifty-three students in attendance.

Attended and represented NGU at Converge.

Admissions staff attended and assisted with the NGU display efforts at Impact 2024 event.

### NGU Online & Graduate Admissions

Enrolled forty-one new NGU Online students for the spring of 2024 recruitment efforts which was a decrease of 16.3% year over year.

Enrolled seventy-three new Graduate students for the spring of 2024 recruitment efforts which was an increase of 48.9% year over year.

Attended and represented the criminal justice program at SCLEOA conference.

Attended graduation celebration for [Sheriff Hobart Lewis](#).

Attended and represented NGU at South Carolina Alliance of Black Educators conference.

Attended and represented the criminal justice program at the South Carolina Sheriffs Winter conference.

Conducted admissions counselor training with a focus on outreach and discovery efforts.

Attended and represented NGU at South Carolina Association for Middle Level Education.

### Marketing & Communications

[Bahnsen Discusses Why Work Matters and Christians in The Marketplace During Talks at NGU • North Greenville University](#)

Produced and launched the following videos -

[\*College of Christian Studies.\*](#)

[\*College of Education.\*](#)

[\*Light on the Hill | Brick Campaign.\*](#)

Donnan Administration News Updates

[\*Major Grant Supports New Home for NGU Business Programs • North Greenville University\*](#)

[Light on a Hill Brick Campaign Paves Way to Honor or Memorialize • North Greenville University \(ngu.edu\)](#)

[Dr. Murphree Claude Donnan Tribute • North Greenville University \(ngu.edu\)](#)

All Areas | Personnel-related hires or role adjustments

None

**Quarter 4 (Mar 1 – May 31)**

Traditional Admissions

Attended Great Homeschool Convention in Greenville.

Hosted spring overnight event with fifty-seven students attending.

Hosted March 23 preview day with thirty-two students attending.

Hosted April 19 preview day with thirty-seven students attending.

Represented NGU at the homeschool expo hosted on the campus of NGU.

NGU Online & Graduate Admissions

Assisted with preaching workshop hosted by NGU and hosted at the Greer campus.

Piloted open house event at the Greer campus with six students in attendance.

Attended and represented NGU at the GSHRM event.

Marketing & Communications

[Johnson Encourages Graduates to Ponder Legacy They Will Leave • North Greenville University \(ngu.edu\)](#)

[North Greenville Seeks to Honor History, Blaze Trail With New Mascot • North Greenville University \(ngu.edu\)](#)

Produced and launched the following videos -

[Mascot Reveal.](#)

[Commencement 2024.](#)

[Launch of NGU Podcast.](#)

Mascot metrics –

*342,000 impressions via Facebook and Instagram.*

*Received over twenty news mentions (WYFF, Fox, WSPA, Greenville Journal, The Baptist Courier, The Greer Citizen).*

Donnan Administration News Updates

[NGU to Host Dedication for Robert W. Plaster Free Enterprise Center on April 12 • North Greenville University](#)

[Robert W. Plaster Dedication Celebration • North Greenville University \(ngu.edu\)](#)

[Production of the 1892 magazine in collaboration with the Advancement team.](#)

All Areas | Personnel-related hires or role adjustments

Rosemary Grimble was hired as a traditional admissions counselor.

Joe Benson was hired as an associate director for admissions.

## ***Vice President for Information Technology Services/CIO***

Tim Huggins

### North Greenville University IT Services: Strategic Focus and Initiatives

In support of North Greenville University's mission, the IT Services team has focused on four key strategic areas: Student Information Systems (SIS), IT Standards and Best Practices, Risk Mitigation and Continuity, and Deferred Maintenance. This strategic approach has allowed the team to concentrate efforts and make meaningful progress in leveraging technology across the university.

### Student Information Systems (SIS)

The rollout of the Jenzabar J1 SIS platform to the JaaS cloud has been a multi-year initiative. Following the migration to the Jenzabar Cloud (JaaS) platform, the IT team has worked to document the areas of customization as well as develop diagnostic tools to provide clarity of root causes and ensure system stability. Integration with the Slate enrollment platform has been enhanced. These efforts have improved the reliability, visibility, and functionality of the SIS, providing a stronger foundation to support the university's student information needs.

### IT Standards and Best Practices

Establishing IT standards and implementing industry best practices has been a key focus to improve efficiency and effectiveness. The team recently completed two major initiatives in this area:

- Upgrading the university's wireless network by installing an additional 60 Cisco access points, resulting in a fully upgraded network of 450 access points across the Tigerville campus.
- Implementing a complete technology infrastructure makeover at the Greer campus, using the Fortinet platform as a pilot for the main Tigerville campus. This has laid the groundwork for a more standardized, secure, and reliable IT infrastructure. The Fortinet solution is more cost effective than most other competitors in the market, resulting in significant savings and value for the University.

### Risk Mitigation and Continuity

Identifying and mitigating risks has become an increasingly important responsibility for the IT team. Based on audit recommendations, the team has proactively addressed several areas of concern. For example, aging network printers deemed a security risk were upgraded, and a new printing management system (Papercut) was implemented, reducing the overall printer count by 50%. These efforts have enhanced the university's classroom continuity, business continuity, and disaster recovery capabilities.

### Deferred Maintenance

While not inherently strategic, addressing deferred maintenance issues is crucial to maintaining the university's technology infrastructure. Recent years have seen progress in this area, with HEERF funding utilized for projects such as faculty laptop refreshes, computer lab upgrades, wireless access point replacements, and an Avaya phone system upgrade. However, due to insufficient budget funding, challenges remain, such as aging staff computers and outdated

core switches on the Tigerville campus. Addressing these deferred maintenance items is essential to avoid functionality issues and ensure a secure, reliable technology environment.

### Summary

The IT Services team's strategic focus on SIS, IT standards, risk mitigation, and deferred maintenance has enabled significant progress in leveraging technology to support North Greenville University's mission. Going forward, the team will continue to build on these initiatives, focusing on enhancing system reliability, improving operational efficiency, and ensuring a secure and resilient technology infrastructure to serve the university community. I am very grateful for the wonderful IT Services team with whom I serve.

### **Quarter 1 (Jun 1 – Aug 31)**

#### Network and Desktop Services

Productivity (approximately 4 months)

- 2,602 Helpdesk requests completed
- 1,888 Helpdesk tickets
- 714 phone calls

Support

- Sent InfoSec Best Practice\Tips email reminder to all NGU Faculty and Staff.
- NGU.EDU subdomains removed from public search records.
- Concluded final Audit submission.
- White Hall Fiber repair – Fiber repaired (upgraded from multi-mode to single mode) and restored services.
- Applied major patch releases for VxRails, NGU's primary storage and computer server system.
- Enabled Microsoft365 Cloud App security logging to enhance security event investigation.
- Repaired Daktronics digital signs at the Gym and near Runion building.
- Updated security certificates across all NGU servers. Applied major PA firewall patch releases.
- Prepared laptops and equipment in support of upcoming Student check-in.
- Concluded Director of Network Services search – new team member (Bob Wesley) started at NGU on July 24.
- Preparation, installation, and support of technology in the Sullivan Box for football games.
- Installed new ceiling AC cassette in Donnan data center.
- Implement extended support coverage hours – early morning to support morning classes and evenings to support student requests during Fall term.
- Continue assessment of NGU's security posture and protection of data\systems.
- Assessment of aging technology infrastructure inventory ie. switches, fiber, etc.

- Continuing support of Donnan Renovation - Tech infrastructure implementation and plan for moving of personnel into the building.
- Replacing switches damaged in recent storms; Cisco switch replacements ordered while testing Fortinet brand edge switches for a capable, more economical solution.
- Spectrum IPTV plans for Tigerville campus.

## Information Systems and Business Applications

### Support

- Continually monitoring and working with Jenzabar to resolve intermittent 'freezes' within JaaS environment due to Tempdb overflow; team created downtime report while working with Jenzabar engineers on resolution; Issue with Jenzabar firewall was resolved.
- Check-In report refinements (FASTPASS evaluation).
- Holds Removal Process Refinement.
- Reworked SSIS Integration package.
- Developing CEVT attendance application in Blazor.
- System Stability Report continues to provide insight and direction for refinement of processes which cause issues, both internal (processes, timings) and external (processes, timings, and reports).
- Database Error Detection and Error Handling added to key lifecycle processes.
- Jenzabar CAS restarted. J1 internal jobs are running correctly.
- Data Quality - High School GPA data point correction. (Slate to J1).
- Margin Revenue Analysis report round 1.
- Registration process upgrades in Blazor check-in application (testing, rollout for Fall).
- Base Student Population View (all reports will start agreeing with Common Dataset).
- SoftDocs Document Types created for CMSE Counseling.
- Phase 1 of Pharos data integration complete.
- Phase 2 of Pharos data file creation and integration.
- DevOps Source control complete for TmsEPrd.
- DevOps Source control complete for Blazor projects. (Batch Generator, Check-In, etc.).
- Custom ISBA reports to show JaaS uptime and Database deadlocks.
- TEST environment now matches production. (data matches as of last refresh).
- Pharos – Data provisioning for retention and exports project round 1.
- Blazor Check-in hotfix removing user error possibilities from the interface.
- Assist Business Office with establishing Paycom to J1 integration.
- Azure based DevOps framework complete, with links to Kace ticketing system.
- Planning for Student Check-in processes to ensure a stable process:

- Designing reports to coincide with student check-in stages.
- Track system health during high traffic periods. (DB health, report generation impact, etc.).
- Corrected expiration date issue with asset management in J1.
- Technology Assessment\IT Planning initiatives focus during 2023 academic year.
- Assessment of Student Check-in processes:
  - Schedule meeting with CMSE, SS, Admissions, & IT to go over Fall 23 check-in.
  - Assess check in processes with teams to further improve stability and functionality for Spring 24

## **Quarter 2 (Sep 1 – Nov 30)**

### Network and Desktop Services

Productivity (approximately 4 months)

- 2,509 Helpdesk requests completed
- 1,489 Helpdesk tickets
- 1,020 phone calls

Support

- Planning new Printer\Copier rollout with Plus Inc (selected vendor) to refresh our fleet beginning week of September 18.
- Music Tech Lab Renovation project kickoff for use in Spring term, planning contractor work for Oct. 12 & 13 (Fall break) when the room is accessible.
- Assisting Campus Safety with rollout of iPads and auto mounts for mobile use; and laptop upgrades.
- Assisting Campus Safety with Phase 2 Genetec Planning for: 13 outdoor cameras locations, Prox access for Dorms & Younts, Security upfitting for Greer campus, & Panic button capability. The implementation of these projects coincided with Genetec security system in Donnan (Phase 1).
- IT infrastructure support and planning for the following Reno\Construction projects across campus:
  - Trackman radar system for Athletics – securing pricing for ac power and ethernet.
  - Moore Hall Technology upgrades – installation of screen and display – (complete).
  - Scene Shop near theater – proposal submitted.
  - Log Cabin reno – Fiber\AP & Switch move proposal submitted.
  - New Soccer Fieldhouse - proposal submitted.
- Updating NGU Approved Sender list; with best practice reminder.
- Purchase and setup of 14 new laptops for rollout\available stock.
- Campus Wide Security prox & camera initiative – beginning with Donnan Reno.



- Assessment of extending NGU Active Directory and O365 accounts to prospective students while adhering to MS Campus Agreement.
- Single Sign On (SSO) setup for Adobe.
- Campus-wide MFP and Copier upgrade rollout with training to be offered during rollout.
- Documentation Repository Initiative – every process which is documented going forward will be stored in ITGlue; and available online via link, QR code, etc.
- Repaired 2 fiber handholds and fiber line to White Hall - damaged at Donnan.
- Implemented temporary support arrangements to supplement Network Services duties during candidate searches.
- Continuing support of Donnan Renovation – Genetec Security System support in coordination with Campus Safety for building opening\operation.
- Completing new Printer\Copier rollout with Plus Inc. Paper Cut printing management software has been configured, Cashnet integration is near completion.
- Teams Room integration in Neves.
- Selected InfoSec training system, KnowBe4, to improve security awareness and meet industry compliances.
- Blackwell 75 conference room AV upgrade complete.

### Information Systems and Business Applications

#### Support

- A1 Holds rewrite (large performance increase, transaction audit added) -process update in testing phase with Student Services.
- IT Support for Student Services with Watermark catalog project.
- Setup of Azure DevOps workflows and resource planning for ISBA Team.
- Rollout of new Chapel and CEVT reporting platform on Blazor app.
- Supporting Executive Offices with Softdocs potential project discovery for digitizing and archival of Board of Trustee records.
- Margin Revenue Analysis report round 2.
- Lifecycle documentation round 2 (stored and accessible in IT Glue).
- CASHNET implementation for Int'l pmts.
- Pharos retention reports:
  - New reports for EVP & CMSE
  - Updating old reports to use standardized datasets
- Advisor / Advisee relationship in J1 errors troubleshooting in coordination with Jenzabar.
- Marginal Revenue Analysis report for Business Office.
- Continued Softdocs implementation with additional functionality.
- PowerBI visualization reporting.
- Account Provisioning Status Report (new and updated accounts, email, ALEKS, PO rights, etc.).

- SoftDocs - CMSE Counseling Training (Oct 28) as well as 6 additional Softdocs projects underway.
- Began JICS portal (IT) and NGU Website (UMACS) assessment and planning with UMACS Team.
- Event Management Task Force eval Brightly proposal and Jenzabar Events module assessment.
- Working with Jenzabar for baseline and specialty training for Module Managers, other users.
- DevOps Source control for analytics.ngu.edu.
- DevOps Source control for TEST environment.
- Development Reports – Year over Year comparison for Gift Receipts.
- Student Services reports:
  - Collections report and Refund report
- Student Lifecycle assessment/revision.
- Infomaker reports migration to SSRS – Collaborate with departments.
- Automatic PowerShell account provisioning script to remove manual processes from Network Services workload to alleviate DIS bug.
- Exploration of data archival using Data as a Service with our cloud-based JaaS databases & Microsoft Azure based reporting services, which would reduce workload on the production database.
- PowerFAIDS system upgraded to version 29.0.
- Documented the South Carolina Tuition Grant “Thank you” notification process for Student Services.
- Refinements to the Dual Enrollment report.
- System Stability Report continues to provide insight and direction for refinement of processes which cause issues, both internal (processes, timings) and external (processes, timings, and reports).
- DevOps source control migration complete for university reporting (analytics.ngu.edu).
- Check-In report refinements (FASTPASS evaluation – now allows pre-semester forward looking evals).
- Azure based DevOps Project management system complete, with links to Kace ticketing system.
- JaaS firewalls (2) reinstalled. Significantly better connection performance with fewer connection issues.
- DevOps Source control complete for Blazor projects. (Batch Generator, Check-In, etc.).
- Refinements to multiple Pharos integration files to improve usefulness.
- Identified and corrected categorical and logical errors in the SQL code for the Student Lifecycle.
- Corrected a major DIS error in coordination with Jenzabar managed services for Registrar’s office.

## **Quarter 3 (Dec 1 – Feb 28)**

### Network and Desktop Services

#### Support

- In Plaster, executed Faculty tech move in on first floor, planning\conducting faculty training sessions, and making preparations for Executive staff move-in on second floor startup.
- Executed contract for Spectrum IPTV platform for the University for spring\summer rollout.
- Repaired College Cable line and fiber internet connection feeding Emery dorm (60 res).
- Replaced FM200 canister in data center at Donnan, as required by Fire Marshall and protection of data center equipment.
- Campus classroom assessment/prep for Spring term.
- Led PA cohort tech orientation/training.
- Search to fill IT Team roles: Systems Admin, Network Engineer, Junior Systems Admin\InfoSec Support, Helpdesk Technician.
- New Board of Trustee iPad\tech set up and support of Board Members to start the new year.
- Classroom & collaboration room support for initial classes and student use in the Plaster building for the Spring term.
- Completed rollout of 60 Cisco AP's to replace all remaining older generation Access Points.
- Donnan renovation – final configuration on classroom and office AV design with Brytesight.
- Completed Music Tech Lab Renovation project for use in Spring term.
- Set up Spectrum internet circuit and Wifi home network at the NGU houses: 2416 Highway 414 & 67 Blackwell.
- Assessment of aging technology infrastructure inventory ie. switches, fiber, etc.
- Assisting Campus Safety with Phase 2 Genetec Planning for: outdoor cameras locations, Prox access for Dorms & Younts, Security upfitting for Greer campus, & Panic button capability. The implementation of these projects coincided with Genetec security system in Donnan (Phase 1).
- Ordered and began set up of replacement Network Infrastructure hardware for the Greer campus technology refresh (and evaluation).

### Information Systems and Business Applications

#### Support

- Worked with Jenzabar for baseline resource system users
- Jenzabar 2023.1 and 2023.2 updates.

- Student, Faculty, Staff provisioning code investigation and overhaul (step 1. adding audit).
- Supporting Advancement with a Softdocs project proposal for digitizing and archival of donor records. Planning Softdocs training as record scanning is completed.
- Paycom integration, adding additional automation where possible.
- SSIS project rebuild – lifecycle logic consolidation.
- Powerfaids 29.1 update.

#### **Quarter 4 (Mar 1 – May 31)**

##### Network and Desktop Services

###### Productivity (approximately 4 months)

- 1,798 Helpdesk requests completed
- 1,321 Helpdesk tickets
- 477 phone calls

###### Support

- Technology support of Plaster (Donnan) Renovation – Genetec Security System support in coordination with Campus Safety for building opening\operation.
- Classroom\Collaboration room AV commissioning and training in the Plaster Center.
- Support for Plaster Open House event and working with vendors on final punch list items.
- Conducted Palo Alto firewall maintenance on 5/18.
- Designed a new credentialing process which allows secure use of personal devices for BoT service.
- Activated Spectrum internet circuits and installed Wi-Fi home network at NGU residences: 67 Blackwell and 2416 Highway 414.
- Filled Junior Systems Analyst and Systems Administrator roles on the Network Services team.
- Implemented extended support coverage hours – early morning to support morning classes to support classrooms and student requests during Spring term.
- Completed new Printer\Copier rollout with Plus Inc. Paper Cut printing management software has been configured, Cashnet integration is completed with Student printing rollout.
- Replaced damaged display in Campus Safety for Genetec Security Camera monitoring.
- Set up of Network Infrastructure hardware for the Greer campus technology refresh (and evaluation).
- Preparing for annual certificate application across all NGU hosts (> 100 servers).
- Team Dynamix (TDX) support desk and project management software implementation.

- Implementing MFA new credentialing functionality and transitioning BoT members for June board meeting.
- Assessing program tech needs for new BA in Music Industry, awaiting proposal from consultant.
- Submitted 4 yr campus computer replacement plan budget proposal.
- Completing InfoSec risk assessment report for BoT for 2024 GLBA compliance.
- For GLBA compliance, creating policies around Data Retention and Encryption as well as modifying additional InfoSec policies.
- Will begin implementation of InfoSec training system, KnowBe4, to improve security awareness and meet industry compliances.
- Assessment of aging technology infrastructure inventory ie. switches, fiber, etc.
- Planning for Spectrum IPTV rollout for the University.
- Assessment of extending NGU Active Directory and O365 accounts to prospective students while adhering to MS Campus Agreement.
- Summer projects collaboration meeting with Interim CES VP, incorporating projects into workflows.
- Planned a collaboration meeting with CMSE, CES, and NCE to go over initial dorm Genetec door prox implementation in Vandiver.
- Obtaining final quote for Primary AC unit replacement in Plaster data center.
- Ongoing assessment of NGU's security posture and protection of data\systems.
- Developing overall University network lifecycle management plan to address deferred maintenance in order to maintain a proactive security posture and improve system performance.
- Search to fill IT Team roles: Network Engineer and Application Programmer Analyst I; Conducting interviews for Campus Generalist - Desktop Services.
- Compiled Technology Assessment for CampusWorks project.
- Concluded interviews for IT Team/CampusWorks.

## Information Systems and Business Applications

### Support

- Provisioning process enhancements have been identified and assigned project status in DevOps and a growing document has been created for the current provisioning code.
- 4 step process to replace current NGU email account provisioning that will give audit ability.
- Documentation Initiative for every process moving forward; docs to be stored in IT Glue for training.
- Account Provisioning Status Report (new and updated accounts, email, ALEKS, PO, etc.).
- DevOps Source control for analytics.ngu.edu and for TEST environment.

- Jenzabar JaaS database connection error tracking (with PowerBI) and troubleshooting with Support.
- Data Quality: Major fields process review and -agreement Resident / Commuter status field process review and agreement.
- Data warehouse partner MSA and NDA approval.
- Jenzabar System Maintenance was performed on May 10<sup>th</sup> and May 18<sup>th</sup> to prep for upcoming version upgrades.
- Data Retention policy documentation project ISBA and Module Managers (residing in TDX\IT Glue).
- System Stability Report continues to provide insight and direction for refinement of processes which cause issues, both internal (processes, timings) and external (processes, timings, and reports).
- Completed Jenzabar version 2022.2 EOY in support for Student Services in the processing of 1098T's, on time.
- PowerFAIDS upgraded to 29.0, 29.1, 29.2, 29.3 – multiple primarily due to ongoing FAFSA issues.
- Jenzabar TEST environment upgraded to 2023.1, 2023.2, moving to 2023.3 upon release.
- Moving helpdesk tickets into DevOps when projects are required.
- Paycom integration, completed as spec'd by vendor.
- Work continues with CMSE to correct errors in SQL code to identify and categorize new and returning students into the correct student applicant groups for further Lifecycle processing.
- JICS to J1 DIS error investigation related to course offering errors and advising module.
- Data Dissonance Group report and developing recommendations for data governance procedures.
- Assessing Jenzabar upgrade to 2023.1, 2023.2. Jenzabar System Maintenance was performed on May 18<sup>th</sup> to prep for upcoming upgrades.
- Lifecycle improvements to several holds, including A1 hold improvements and new Campus Security holds.
- Refinements made to daily Pharos retention data exports.
- Virtual machine provisioning and software configuration for the Data Warehouse Initiative.
- Jenzabar 2023.1 and 2023.2 updates to Production; as well as 2023.3 when released.
- Focus meeting with Module Managers\Data Dissonance team to improve data quality.
- Res Life data integrity and charges overhaul.
- Working with Hallian, our Data Warehouse partner on prototype, focusing on retention. Department meetings begin in June.
- Jenzabar Production environment upgrade to 2023.1, 2023.2 (contingent on data archival process).

- Student Lifecycle Investigation and Refactoring (remove cursors, find bugs, etc.) 20% complete.
- Search to fill IT ISBA Team role: Application Programmer/Analyst I.
- Lifecycle performance increased after several old processes were re-written or removed, for example SEOI now runs in Watermark.
- Marginal Revenue Analysis report for Business Office; one major completed but needs expanding.
- Blazor UI bug fixes and standardization with NGU branding guidelines.
- Data Warehouse Initiative Iteration 1 (Proof of Concept) - Dataset analysis and agreement and PowerBI visualization reporting from approved datasets.
- Development/Business Office donation code tracking.
- Student Lifecycle assessment/revision.

Concluded assessment of 2023 and 2024 Faculty\Staff and Student technology surveys. Overall results were positive and 'year over year' showed continued improvement. As a results of the surveys, areas of focus will be student wifi, training, and reporting.

## ***Vice President for Student Services***

Mrs. Rachael Russiaky

### Overview

The division of Student Services (Financial Aid, Student Accounts, Academic Records, and NGUcentral) seeks to provide exceptional service to ensure the recruitment, matriculation, and persistence to graduation of traditional undergraduate, adult, and graduate students. Our mission is to support the academic and professional goals of students by delivering the highest level of customer service in the areas of academic records, financial aid, and student accounts.

### **Quarter 1 (Jun 1 – Aug 31)**

**New Catalog and Curriculum Platform - Watermark:** In early August, the 2023-2024 online catalog was published on the NGU [website](#). As a reminder, we previously had three separate catalogs for Traditional Undergraduate, NGU Online, and Graduate programs. This new combined catalog provides a much more user-friendly experience for students, staff, and faculty. This new online platform provides the following:

- Produce an online catalog that is NGU branded and ADA compliant (prior year catalogs are pdf's).
- Decentralize the updating process of the catalog and provide a more efficient workflow.
- Provide timely and interactive information for students as they navigate administrative academic requirements.

**Iron Mountain File Storage:** We had a previous practice of storing student files in Academic Records longer than required (most records need to be kept for only three years – and then only certain items need to be stored electronically vs. paper files). Several years ago, NGU contracted with Iron Mountain Storage to store file boxes off-site since we did not have space on campus. During the summer of 2023, we retrieved all 200+ boxes from Iron Mountain (some of which date back to the 1970's) that we are continuing to review, scan documents as appropriate, and shred what is no longer needed. This project may take another full year to complete.

### **Quarter 2 (Sep 1 – Nov 30)**

**New Student Video Tutorials – Traditional Undergraduate:** We successfully partnered with IT Services to create new student tutorial videos, guiding students to finalize enrollment, promote timely registration, submit financial aid requirements, arrange timely payments, and prepare for check-in events. These videos are available on the NGU Portal and links are sent within various student communications throughout the academic year. We are working



on creating additional video tutorials for our other student populations that will be available beginning Fall 2025.

**Fall Check-in Events:** In partnership with several areas across campus, we hosted five successful check-in events for traditional undergraduate students. We continue to see improvement in our FastPass eligible student counts, which we attribute to improved communication efforts between Admissions and Student Services, as well as the implementation of late payment fees. A student qualifies for the FastPass by completing all required administrative tasks before arriving at one of the check-in events. The FastPass allows a student to bypass checking in with Student Services, and instead go directly to their dorm (for residential students) and enjoy the other welcome week activities.

**Advising Worksheet Guide:** An instructional guide was created to ensure faculty and students understand their advising worksheets. This guide is readily available to students and faculty, via the NGU Portal. Additionally, students enrolled in the NGU 101 courses were presented with the guide during class to ensure they are aware the guide is available. This will benefit students and advisors, specifically with financial aid implications such as non-applied coursework, and graduation audits.

**Exceleration Solutions – Strategic Packaging Model:** Our consultant from Exceleration Solutions was on campus in October to help us evaluate the packaging strategy implemented for the 2023-2024 awarding cycle and to discuss needed adjustments for the 2024-2025 awarding cycle. Below are highlights from the executive summary provided by our consultant in review of our Fall 2023 recruiting/awarding cycle for the traditional undergraduate class:

Despite strong application and admit numbers, the yield of this class dropped significantly and the desire for a slightly reduced discount rate (compared to Fall 2022) did not materialize. The discount rate increased by 1.6 points over FA22 and came in 2.7 points above the target.

<b>ALL NEW STUDENTS</b>	<b>MODEL</b>	<b>Actual 9/8/2023</b>	
Accepted Students	1,780	2,188	123%
Cancel Before Award	420	246	59%
Packaged	1,360	1,942	143%
CONFIRMED/Wins	590	532	90%
Discount Rate	<b>50.5%</b>	<b>53.3%</b>	

Despite the discount rate increase, net tuition revenue per student still increased by \$59 over Fall 2022. As a reminder, industry best practice is to focus on growing NTR/Student rather than focusing on discount rate as a metric of institutional financial strength.

Based on the analysis of our data from the past several years, our consultant noted that the mix of this class was incredibly unique in comparison to the past 7 years (excluding Fall 2020 COVID-19 influence). We enrolled more high-discount students and lost more low-discount students in comparison to prior years.

Below are noted challenges with this packaging cycle:

**Pell Grant Eligible Students – Yield and Enrollment Decline:** A national trend for the Fall 2023 class was an enrollment decline of Pell Grant eligible students. This was very different from our historical trends. Our 4-year average yield of Pell Grant-eligible students was 43%. For Fall 2023, we came in at 26%, despite this group receiving better overall aid offers. Historically, this is a successful group for us, especially in terms of lowering the institutional discount due to more financial need being met by federal and state aid sources (vs. unfunded institutional aid). Most peculiar in this group is that the decline appears to not be financial, as the total gift aid increased appropriately in line with their level of need. Whether this was an anomaly or the beginning of a new trend will be significant for the Fall 2024 strategy.

PELL ELIGIBLE STUDENTS (excluding student-athletes)					
	FA-23	FA-22	FA-21	FA-20	FA-19
# of FA Pkgs	475	383	334	281	301
Win	138	163	153	108	161
Loss	337	220	181	173	140
FA Yield	29%	43%	46%	38%	53%
NTR	1,910,436	2,179,684	2,010,240	1,252,990	2,162,135
NTR/Stud	13,844	13,372	13,139	11,602	13,429
Disc Rate	43.5%	43.3%	41.5%	47.4%	36.4%
Federal & State	11,748	11,113	11,076	10,201	10,544
Inst Unfunded	10,656	10,218	9,331	10,448	7,691
Total Gift Aid	22,808	21,761	20,868	20,892	18,651

**Merit Scholarship Imbalance:** Schools across the country are struggling with the new test-optional environment – how to acknowledge the right students at the right level with the right corresponding aid offer. This was 2 years in a row where the number of new students recruited with eligibility for the Founders Academic Scholarship was much higher than what was projected and modeled, while the Presidents and Deans Academic Scholarships were much less:

- First Time Founders projection was 123 and we enrolled 137.

- First Time Presidents projection was 142 and we enrolled 104.
- First Time Deans projection was 95 and we enrolled 37.

The chart below illustrates how the merit scholarship shape of the impact group came in significantly different than the model, additionally compounded by the fact that Founders came in significantly above the discount rate goal:

		FOUNDERS		PRESIDENTS		DEANS		CUMULATIVE	
		CONF	W-GOAL	CONF	W-GOAL	CONF	W-GOAL	CONF	W-GOAL
Academic Aid Summary	FA Pkgs	522	404	442	414	212	239	1176	1057
	% of Total	44%	38%	38%	39%	18%	23%	--	--
	WINS	137	123	104	142	58	95	299	360
	% of Total	46%	34%	35%	39%	19%	26%	--	--
	LOSSES	385	281	338	272	154	144	877	697
	Yield	26%	30%	24%	34%	27%	40%	25%	34%
	NTR/Student	11,226	12,084	13,411	13,439	15,084	14,785	12,734	13,331
	Disc Rate	54.2%	50.7%	45.3%	45.1%	38.4%	39.7%	48.0%	45.6%
	Federal & State	7,523	8,030	8,187	7,655	8,174	7,547	7,890	7,774
	Inst Unfunded	13,274	12,416	11,089	11,061	9,416	9,715	11,766	11,169
TGA	20,797	20,446	19,276	18,716	17,590	17,262	19,647	19,113	

**Low & Low/No Need Yield Plummeted (EFC's from 25K to 45K):** Students in this aid packaging group showed unexpected price sensitivity despite very comparable aid offers to Fall 2022. It is unclear if this is another anomaly or if this will be an ongoing trend for future cycles. This was a target group we worked with to pull the discount rate down mid-cycle, and unfortunately, we saw some of these students melt throughout the summer months, despite ongoing outreach.

**Adjustments for the 2024-2025 packaging cycle:**

- Our consultant will adjust the packaging model for the next cycle to better account for SC residential students who qualify for our Founders Academic Scholarship and specific state aid types. This adjustment will assist with better aligning state aid eligibility and NGU academic aid eligibility considering test-optional awarding.
- We will adjust the criteria for the Founder’s and President’s Academic Scholarships to address the test-optional challenges.

**Bill Collection:** We continue to see improvement in our balance tracking, which we attribute to improved, consistent communication. 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. Students are not permitted to register for the next semester until their balance is below \$150. Beginning with Fall 2023, we increased the one-time late payment administrative fee from \$150 to \$250, and the monthly administrative fee from 1% of the balance owed to 2%. The purpose of this increase is to continue communicating the importance of timely bill payment.

Fall Semester							Spring Semester					
Aca Yr	Month	Term	Student		Overall		Month	Term	Student		Overall	
			Count	Amount	Enrollment	%			Count	Amount	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%
2022-23		FA22	194	\$730,607	2126	9%		SP23	167	\$574,178	1895	9%
2023-24		FA23	164	\$679,423	2220	7%		SP24	152	\$460,774	1973	8%
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%
2022-23		FA22	155	\$562,352	2126	7%		SP23	92	\$214,412	1895	5%
2023-24		FA23	144	\$449,525	2220	6%		SP24	87	\$248,142	1973	4%
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%
2022-23		FA22	99	\$317,612	2126	5%		SP23	65	\$150,453	1895	3%
2023-24		FA23	115	\$332,208	2220	5%		SP24	65	\$200,793	1973	3%
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%
2022-23		FA22	80	\$243,765	2126	4%		SP23	32	\$102,636	1895	2%
2023-24		FA23	88	\$260,617	2220	4%		SP24	47	\$171,722	1973	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%
2022-23								SP23	24	\$68,236	1895	1%
2023-24								SP24	42	\$118,333	1973	2%
2019-20							June	SP20	59	\$211,407	2071	3%
2020-21								SP21	45	\$107,929	2049	2%
2021-22								SP22	34	\$141,778	1864	2%
2022-23								SP23	23	\$45,418	1895	1%
2023-24								SP24	35	\$102,599	1973	2%

### Quarter 3 (Dec 1 – Feb 28)

**Fall 2023 Commencement:** The Fall 2023 commencement ceremony was a success. These events require close partnership with many areas within the NGU community, and everyone served with excellence. We added the element of setting up our mobile campus store for guests/students to purchase NGU items before and after the ceremony.

**FAFSA Simplification Act:** The 2024-2025 FAFSA opened as a soft launch on December 30<sup>th</sup> (typically opens on October 1<sup>st</sup>). The Department of Education (DoE) continues to adjust and address issues with the application. More information about the Simplification Act can be found on the [FSA website](#) and the NGU [website](#). The National Association of Student Aid Administrators (NASFAA) also published a [timeline](#) of the FAFSA rollout which highlights the many identified issues.

To keep newly admitted traditional undergraduate students engaged, we began mailing aid offers with NGU aid (i.e., academic aid, departmental, and entitlements) and some state aid

beginning mid-January. With the initial aid offer, we included information promoting the need to submit the FAFSA (if they hadn't already done so) and general information about other aid sources.

Institutions did not begin receiving Institutional Student Information Records (ISIRs) until mid-March due to the many unanticipated issues. In the 2<sup>nd</sup> week of April, we began sending revised aid offers to students once the FAFSA data was received to account for any need-based NGU aid and federal/state aid.

#### **Quarter 4 (Mar 1 – May 31)**

**New Catalog and Curriculum Platform - Watermark:** In partnership with Academics, we completed the implementation of the curriculum management side of the new online platform. Under Dr. Jan Foster's leadership, the academic community has been trained in how to use the platform. The curriculum management platform assists with the following:

- Track proposals for course and program changes in centralized location with online forms.
- Provide intuitive workflows, real-time notifications, and automated committee agendas.
- Ensure that reviewers know when to engage and have clear visibility into decisions made and progress-to-date in curriculum review process (*set up, still in process*).
- Provide a linked connection to the online catalog platform for approved curriculum changes to feed directly back into the catalog approval process for efficient updates.

We are also able to use the Watermark platform for various university handbooks. Jared Thomas, Jill Rayburn, and Will Lowrey are utilizing the platform for creating handbooks under their purview.

**Spring 2024 Commencement:** The Spring 2024 commencement was a success. These events require close partnership with many areas within the NGU community, and everyone served with excellence. We included some of the improved setup from prior years to aid in creating a more robust and professional event. We also continued to provide a brief firework display to add to our celebration, set up our mobile campus store for guests/students to purchase NGU items, as well as offered food/drink options for purchase for our guests.

**2024-2025 Academic Catalog:** The Academic Records team began actively working on updates for the 2024-2025 academic catalog in early Spring 2024. We were able to publish

the catalog the first week of June 2024. This is the earliest that we have published a catalog due to the efficiency gained by the investment in this platform.



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