GEORGIAN COURT UNIVERSITY

THE MERCY UNIVERSITY OF NEW JERSEY

President's Annual Report FY 2020–2021

Letter from the President

For Georgian Court, this past year was one of great challenge and change. The challenge was obviously presented by the COVID-19 pandemic, and the change was largely a result of our response to the evolving circumstances it produced.

COVID-19 forced us to rethink our pedagogical approach as the faculty pivoted from teaching in-person classes to mostly online courses. Our goal was to meet the needs of our students by continuing to provide the quality education that has been the hallmark of the Georgian Court experience.

Like the faculty, staff and administrators were required to reevaluate the ways they conduct business from routine operations, such as conducting a meeting online, to producing virtual Open Houses to maintaining contact with alumni and friends of the university. Through it all, the spirit of creativity and resilience permeated the GCU community.

This spirit was also found in our ongoing initiatives that mark a sense of renewal at the university. This revitalization, what I refer to as "Renew GCU," can be found in activities aimed at furthering our spiritual, intellectual, operational, and physical renewal as we enter into a new covenant with the Sisters of Mercy, expand our academic offerings, improve business operations, and invest in our buildings and infrastructure.

You will find this and more in this report.

Joseph R. Marbach, Ph.D., President

Goal Accomplishments

For fiscal year 2020–2021, the President's Cabinet's offices reported on a total of 38 goals, of which 28 met expectations (74%), 5 exceeded expectations (13%), and 5 did not meet expectations (13%). These goals encompassed all four of the Strategic Compass Points: Academic Excellence, An Exceptional Student Experience; Revenue Generation and Diversification, and Operational Efficiency and Resource Utilization. Additional information on these goals is found on page 7 of this report.

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Special Points of Interest

- Council for Diversity and Inclusion & Appointment of Chief Diversity Officers
- Academic Programs

Overview

As part of the overall assessment processes of the university, all cabinet members and the Office of Institutional Assessment and Accreditation are requested to report on major goals as aligned with the GCU Strategic Compass. The time frame for the report is the previous fiscal year, ending on June 30.

Despite the restrictions due to the COVID-19 pandemic, most activities and operations of the university continued, keeping students, faculty, staff, and administration, as well as external constituents, engaged with Georgian Court and its mission. Adversely affected were those departments dependent upon in-person engagement to build new relationships, i.e., admissions and new donors. For other areas, the use of a virtual environment allowed for a seamless flow of operations and engagement. The pandemic also brought additional external funding to the university and its students, especially through federal and state grants.

This report gives an overview of goals and accomplishments, the detail on metrics and accomplishments, the executive summary of the office's activities related to their goals, and a summary of Strategic Compass activities.

The Office of Mission Integration focused on the goal of inaugurating the three-year plan to "Reframe the Mission" according to the goals of the "spiritual" pillar of the President's "Renew GCU" document.

Council for Diversity, Equity, and Inclusion, New CDOs Appointed

Academic and student affairs members are highly engaged in the Council for Diversity, Equity, and Inclusion, a university-wide organization. The *University Read* was a collaboration with the council.

Members also participated in the search for a chief diversity officer and have welcomed Ria DasGupta, chief diversity officer for academic affairs and community outreach, and Joy Smith in her expanded role as chief diversity officer for institutional and student Affairs as well as director of the EOF program.

Strategic Compass Point 1: Mission Effectiveness Through Academic Excellence

During the 2020–2021 academic year, the university was operating under COVID-19 pandemic conditions. Thus, most courses were conducted online but with many were offered in live, synchronous fashion. This created an environment in which student–faculty engagement was still high, as demonstrated through a national survey, NSSE Pulse, conducted toward the end of the Fall 2020 semester. The percent of students who rated of the quality of interactions as good or excellent with students was 67%, with faculty was 71%, and with academic advisors was 72%. Two out of three (67%) students responded that their institution provided substantial ("Very much" and "Quite a bit") support to help them succeed academically. And 60% of students reported that their courses highly (6 or 7 on a seven-point scale) challenged them to do their best work.

In support of the university mission to provide students with the will to translate concern for social justice into action, minors have been added in Africana studies, ethics, multiethnic studies, social justice, and sociology.

The Center for Teaching and Learning provided significant professional development for all faculty—full-time and adjuncts. Online pedagogy and best practices helped to make overall student satisfaction in their classes high, as evidenced in course evaluation ratings at or above national norms with the ETS surveys (4.24 and 4.30 with 5= very effective) and a weighted average of 4.45/5 for the GCU Student Evaluation of Teaching (continued on page 6).

Strategic Compass Point 2: Mission Effectiveness Through an Exceptional Student Experience

The Offices of Student Life, Library Services, Global Education Programs, Career Services, TRIO-SSS, and EOF adapted to the virtual environment and were able to provide students with support throughout the pandemic. While in-person contact was rare, all these units made it easy to interact with the staff and get the help they needed.

Despite limited in-person classes and events, engagement was quite high. Students participated in many events at a higher rate than in previous years. Key to the participation was the convenience of video conferencing rather than in-person attendance. Virtual events drew in students from our Rowan College site, commuters, and resident students. Event sponsors made full use of conferencing software and other applications to make many events interactive with chats and breakout sessions as well as meetings, panels, and presentations. Two impactful series of events were:

- Council of Independent Colleges Fellow Visit: Anita Perez Ferguson, an expert on multicultural relations, politics, higher education, and the Latinx experience spent three days doing virtual visits in Spring 2021.
- A newly established *University Read* of Isabel Wilkerson's *Caste: The Origins of Our Discontent* was coordinated by the Office of the Provost and the Office of Diversity, Equity, and Inclusion (continued on page 6).

Academic Programs

The four programs approved in 2019–2020 (A.B.S.N., B.A. in Political Science, Teacher of Health and Physical Education, and M.S .in Communication and Digital Marketing) were implemented. Currently going through development and approval processes are the Direct Entry M.S.N., M.S.W., and Ed.D.

GCU launched a 3+1 program with Brookdale Community College.

Avanzando, with programmatic support from UnidosUS, is a workshop series for students who identify as LatinX. Nine students have completed the program, which is part of our overall outreach to LatinX students and directed by Jaime Rivera, Ph.D., associate professor of world languages and cultures. For 2021–2022, a grant provided by UnidosUS will defray event and student incentive expenses.

A third-year review of new programs in health studies was conducted. Both the health sciences and health profession studies programs are meeting the plan for enrollment (i.e., 48 students in 2020-21). A director for these programs completed one year, and the programs are housed in the Department of Integrative Health and Exercise Science.

Student Life

The Office of Student Life facilitated the Third Annual Servant Leadership Summit with a focus on Anti-Racism The January 14, 2021, event, “Stomp Out Racism,” featured Brian Heat. The dean of students sponsored Safe Zone training for students, faculty, and staff.

GS300 Global Perspectives on Diversity was developed and offered.

All planned mission integration programs, including an extended and enhanced multifaceted Critical Concerns Week ("Environmental Racism") were executed successfully through online platforms.

Despite limited in-person classes and events, engagement was quite high. Students participated in many events at a higher rate than in previous years. Key to the participation was the convenience of video conferencing rather than in-person attendance.

Strategic Compass Point 3: Mission Effectiveness Through Revenue Generation and Diversification

The Offices of Enrollment and Retention had a challenging year navigating the pandemic as interactions with the public were hampered. Additional marketing outreach efforts were deployed through partnerships with Carnegie Dartlett, EAB, CAPPEX, and others. An international agency recruiting agreement was executed, and the admissions database was overhauled. While enrollments were challenging, operational effectiveness improved with professional staff stability and the implementation of a territory management plan for recruiters. Staffing improved in the Division of the Registrar and Student Success with new positions, and workflows were appropriated accordingly to help students and the faculty. The Offices of Enrollment and Retention contribute to the success of the university and possess the professional talent to accomplish their goals.

Overall, enrollment decreased almost 8%. The number of admitted students decreased by 20%, given a smaller applicant pool. The number of applications declined by more than 20%. The number of inquiries, however, increased 27%.

The Office of Finance and Administration oversaw the accounting of several federal and state programs including the CARES Act, the renewal of the federal grant for TRIO–Student Support Services, the federal grant for the Transition and Postsecondary Programs for Students with Intellectual Disabilities (TPSID) program, as well as the continuation of the Title III Grant for Strengthening Institutions.

The Office of Institutional Advancement focused on providing more support for Georgian Court University. Aggressive, but attainable fundraising targets were set and exceeded, resulting in the strongest fundraising year in 10 years. This included record-setting fundraising results from major gift donors and planned giving. Institutional advancement raised over $2.3M. The office exceeded fundraising targets for corporation and foundations (103%) and planned giving (342%) and met 92% of its goal for annual giving, 83% of its goal for major gifts, and 54% of its goal for leadership annual giving.

Strategic Compass Point 4: Mission Effectiveness Through Operational Efficiency and Resource Utilization

Requirements for a new Nursing, Health, and Wellness building, renovated Casino, and landscaping were developed and initial designs were reviewed by stakeholders throughout the Division of Academic and Student Affairs, organized by Provost Janice Warner, Ph.D., in collaboration with Kimmel Bogrette. For the Nursing, Health, and Wellness building, participants included the School of Nursing; the Department of Psychology and Counseling; the Department of Integrative Health and Exercise Science; Dean Teri Wurmser, Ph.D.; Dean Mary Chinery, Ph.D.; and Dr. Michael Gross, Ph.D. For the Casino, participants included Dean Amani Jennings; Dean Jennifer Edmonds, Ph.D.; the Offices of Health Services and Counseling, TRIO, EOF, Global Education Programs, TIPSID, and Student Success; and Aramark for the dining facilities. Dr. Gross provided history and input for the landscaping plan.

The Office of Finance and Administration reviewed the NJ Edge recommendations and created a plan for select implementation of these information technology actions. This office evaluated current operations and developed a new organizational structure while managing timely and accurate reporting of financial data. A budget advisory council was initiated.

The Office of Institutional Advancement developed the Mulcahy Institute Council and assisted in the reformation of the Business Advisory Council. It also created an ongoing calendar of action items for the Board of Trustees.

The Office of Institutional Assessment and Accreditation (OIAA) and the Institutional Effectiveness (IE) committee reviewed all submitted unit assessment reports for CY2020 (35 reports). The IE committee reviewed 19 submitted assessment plans. Three offices conducted an internal program review: Academic and Student Affairs (Provost), Sr. Mary Joseph Cunningham Library and OIAA. The Academic Program Review and Assessment (PRAC) committee reviewed 30/31 submitted annual academic assessment reports. The annual audit of assessment activities was submitted by 24 academic programs. PRAC met virtually at all assigned meeting dates, as denoted on the Faculty Calendar of committee meetings.

In the Office of Marketing and Communications, all staff participated in professional development. Staffing levels were augmented by contract workers. This unit was re-organized to focus on core responsibilities. Some office duties were either outsourced or assumed into other offices.

GCU's pandemic-driven use of Zoom webinars and meetings for university-level, public-facing events covered more than 25 public events. Included were academic excellence and scholarly events, GCU's virtual Wellness Expo, and all the behind-the-scenes logistics and technical support for Critical Concerns Week 2021. This was an added responsibility of the Office of Marketing and Communications.

New Programs

A residential program for students with intellectual disabilities launched in Fall 2021. It is called the Transition and Career Studies program and was made possible through a federal grant from the Transition and Postsecondary Programs for Students with Intellectual Disabilities (TPSID) program.

Courseleaf, the new digital academic catalog publishing software, fully launched.

A new campus-wide visual identity/branding update, based on the initial enrollment marketing campaign aesthetic developed by Seven Loaves, got underway.

Strategic Compass Scorecard

The GCU Strategic Compass and Current Scorecard of Results can be found on the GCU website:

Strategic Compass - Georgian Court University, New Jersey

Strategic Compass Point 1: Mission Effectiveness Through Academic Excellence (cont.)

Library Services created many new ways to incorporate information literacy and highlight resources, including a weekly newsletter, streaming videos, and curbside pick-up of materials.

The Office of Mission Integration collaborated with the president to develop a three-year program to "review, reflect on, and reframe" the institutional mission with a year one focus on formation. For this, three colloquia were offered via Zoom, attracting 11 to 15 participants on average.

Strategic Compass Point 2: Mission Effectiveness through an Exceptional Student Experience (cont.)

The Office of Student Life and the Department of Athletics were instrumental in student engagement. All athletic teams met and practiced during the fall semester and competition began in earnest with basketball in January 2021. All teams competed in shortened seasons.

All planned mission integration programs, including extended and enhanced multi-faceted Critical Concerns Week ("Environmental Racism") were executed successfully through online platforms.

Strategic Compass Points and Office Goals' Accomplishments

* Did not meet expectations ** Met expectations *** Exceeded expectations

Alignment with Strategic Compass Point 1: Academic Excellence

Office					
Provost	Goal 1 (**)	Goal 2 (**)	Goal 4 (**)	Goal 5 (**)	Goal 6 (**)
Mission Integration	Goal 1 (**)	Goal 2 (**)	Goal 3 (***)	Goal 4 (***)	Goal 5 (**)
OIAA	Goal 2 (**)	Goal 3 (**)			

Alignment with Strategic Compass Point 2: Exceptional Student Experience

Office						
Provost	Goal 3 (**)	Goal 4 (**)	Goal 5 (**)	Goal 6 (**)		
Mission Integration	Goal 1 (**)	Goal 2 (**)	Goal 3 (***)	Goal 4 (***)	Goal 5 (**)	Goal 6 (**)

Alignment with Strategic Compass Point 3: Revenue Generation and Diversification

Office					
Provost	Goal 1 (**)	Goal 5 (**)			
Mission Integration	Goal 1 (**)	Goal 4 (***)			
Admissions and Retention	Goal 1 (*)	Goal 2 (*)	Goal 3 (*)	Goal 4 (***)	
Finance and Administration	Goal 1 (*)	Goal 3 (**)	Goal 4 (**)	Goal 5 (***)	Goal 6 (**)
Marketing and Communications	Goal 3 (***)	Goal 6 (**)			
Institutional Advancement	Goal 1 (***)	Goal 2 (*)	Goal 3 (**)	Goal 5 (*)	

Alignment with Strategic Compass Point 4: Operational Efficiency/Resource Utilization

Office				
Provost	Goal 2 (**)			
Mission Integration	Goal 1 (**)	Goal 2 (**)	Goal 4 (***)	
OIAA	Goal 1 (**)	Goal 4 (**)	Goal 5 (**)	
Finance and Administration	Goal 2 (**)	Goal 3 (**)	Goal 4 (**)	Goal 6 (**)
Marketing and Communication	Goal 1 (*)	Goal 2 (**)	Goal 4 (**)	Goal 5 (**)
Institutional Advancement	Goal 4 (**)			

Additional information on office goals can be obtained from the Office of Institutional Assessment and Accreditation.

Financial Statement for FY 2020

Georgian Court University

Statement of Activities

Year ended June 30, 2020	Without Donor Restrictions	With Donor Restrictions	Total
Operating Activities:			
Revenue, gains and other support:			
Student tuition and fees, net of scholarship expense of $19,829,334 (note 7)	$ 35,281,483	$ -	$ 35,281,483
Government grants and programs	1,955,527		1,955,527
Gifts and private grants	668,962	995,945	1,664,907
Auxiliary enterprise revenues	3,897,617		3,897,617
Other revenues	648,438		648,438
Investment earnings distributed	1,270,829		1,270,829
Total revenue, gains and other support	43,722,856	995,945	44,718,801
Net assets released from restrictions	866,029	(866,029)	
Total revenue, gains and other support and net assets released from restrictions	44,588,885	129,916	44,718,801
Operating Expenses			
Instructional	14,662,682		14,662,682
Academic support	7,322,968		7,322,968
Student services	10,169,296		10,169,296
Institutional support	10,366,968		10,366,968
Auxiliary enterprises	3,543,013		3,543,013
Total operating expenses	46,064,927		46,064,927
Decrease in net assets from operating activities	(1,476,042)	129,916	(1,346,126)
Nonoperating Activities:			
Interest and dividend income	1,003,267	1,180,688	2,183,955
Net unrealized and realized loss in fair value of investments	(599,732)	(490,242)	(1,089,974)
Distribution of investment earnings	(1,270,829)		(1,270,829)
Other nonoperating gains	112,319		112,319
(Decrease) increase in net assets from nonoperating activities	(754,975)	690,446	(64,529)
Change in net assets	(2,231,017)	820,362	(1,410,655)
Net assets, beginning of year	65,956,050	26,902,419	92,858,469
Net assets, end of year	$ 63,725,033	$ 27,722,781	$ 91,447,814

Georgian Court University
Board of Trustees 2020-2021

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Georgian Court University Mission

Georgian Court University, founded by the Sisters of Mercy of New Jersey in 1908 and sponsored by the Institute of the Sisters of Mercy of the Americas since January of 2007, provides a comprehensive liberal arts education in the Roman Catholic tradition. The university has a special concern for women and is a dynamic community committed to the core values of justice, respect, integrity, service, and compassion, locally and globally. Georgian Court University provides students with:

- a curriculum broad enough to be truly liberal, yet specialized enough to support further study and future careers;
- an environment for the entire university community to grow through shared educational, cultural, social, and spiritual experiences; and
- the will to translate concern for social justice into action.

2020–2021 President's Cabinet

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President

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Vice President for Finance & Administration/CFO

Paul J. DaPonte, Ph.D.
Executive Director for Mission Integration & Special Assistant to the President

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Matthew R. Manfra
Vice President for Institutional Advancement

Matthew S. McManness, M.S.
Special Consultant to the President

Gail H. Towns, M.S.J.
Executive Director of Marketing & Communications

Janice Warner, Ph.D.
Provost

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