

Trevecca: “A Christian University in the Heart of Nashville”

2001 - 2026

Preface

Trevecca Nazarene University celebrated its 100th anniversary at the time of the November 2001 homecoming and Board of Trustees fall meeting. Board members were given copies of Mildred Bangs Wynkoop’s The Trevecca Story, the history of the university’s first 75 years, and five additional books published in the successive years leading up to the centennial: Reminiscences of Dr. A.B. Mackey (Homer Adams), J.O. McClurkan (William Strickland), Trevecca Folklore and Tradition (Homer Adams), Remembering 100 Years (Janice Greathouse, editor), and A Vine of God’s Own Planting (John Chilton). Dr. Chilton’s book focused on the 25 years following the publication of Dr. Wynkoop’s history.

Much of the history of Trevecca has been about its struggles to survive through one crisis or obstacle after another: financial pressures, loss of properties, declining enrollments, pandemics, world wars and depressions, and so on. Dr. Chilton, however, had the opportunity to picture an institution that was maturing well, and maybe even by the end of the 20th Century was on the edge of thriving. His optimism is noted in the final words of his book as he reflected on Trevecca’s future:

It would appear that J.O. McClurkan’s “vine of God’s own planting,” which the founders labored faithfully to establish and nourish, has found fertile soil on its Nashville hilltop, as well in the hearts of Nazarenes across the Southeastern Educational Zone. As the first century of Trevecca’s life begins to merge into the next, the dreams and ideals which those early pioneers invested in the life of their educational institution have been more than realized, and they seem alive and well as the first centennial celebration approaches. The investment of time, energy and money on the part of generations of administrators and faculty members, students and parents, faithful Nazarenes and friends of the university are bearing fruit, and that fruit will remain.

As Trevecca nears the end of its first 125 years, it appears that Dr. Chilton’s closing words were somewhat prophetic. By the beginning of the 21st Century, Trevecca was part of a world in which cultural, socioeconomic, and technological changes were rapidly altering the context in which small institutions of higher education had to function. It thus became imperative for Trevecca’s leaders to recognize that while change is difficult, it is also inevitable, and that they would need to be made in almost every area of the university for it to survive. Likewise, they realized that it was vitally important that when changes were made, they had to be done with Trevecca remaining faithful to its distinctive mission as a Christian institution of higher education and relevant and available to its constituency. Fortunately, Trevecca approached this time of change with increasing strength. As a result, while the years leading into the 21st Century were seen as ones of “transition,” those following became ones of “transformation.” This was evident in a number of significant ways:

- Rapid growth in the student population, making Trevecca the “fastest growing institution of higher education in Tennessee,” with the largest total enrollment among all Nazarene USA/Canada institutions of higher education.
- Change in student demographics, with increased racial, ethnic, geographical and denominational diversity, while remaining committed to serving students from Nazarene churches in the Southeast.
- Expansion and restructuring of the campus and physical plant, with the acquisition of new properties, the construction of several new buildings, and the renovation or updating of most, if not all, other campus spaces.
- Long-time financial stability, even through the Covid-19 pandemic years and its aftermath as a result of good planning and wise investments.
- Academic quality, as evidenced by such items as the development of multiple new programs at all levels, SACS Commission on Colleges approval for Level 6 accreditation, student research success, number and percentage of faculty with terminal degrees, consistently high NCAA DII ranking of Scholar Athletes, and others.

This current project focused exclusively on the reports of the administration and Board of Trustees discussions and actions over the period from the centennial year to 2026. It is anticipated that a comprehensive history for the period from 2001-2051 will be published when Trevecca celebrates its 150th anniversary in 2051. Prior to that time there will need to be extensive historical research undertaken by any number of individuals to collect a wide range of information and data relative to that 50-year period. While the information on the pages that follow is limited; hopefully, it will serve in some way as a “springboard” or the “framework” for that much larger and important future project. It will be kept in the University Archives for reference.

The future is bright for Trevecca! When Dr. Millard Reed was elected president in 1991 the university was in dire circumstances, facing a crucial financial situation and major accreditation issues; consequently, his first few years were very difficult and challenging ones. Some pessimists even predicted the university would not survive; however, by the time of his retirement in 2005, Dr. Reed was able to joyfully proclaim “God did not have to save Trevecca, He chose to do so!”

It is evident today that God was not only saving Trevecca at the turn of the century, He was also blessing it and allowing it to begin to flourish. What that means for us today is that, even though we value our past and its traditions, we must continue to be committed to making the changes necessary to ensure that Trevecca’s mission can be fulfilled in the lives of new generations. Without sacrificing the Christian core of that mission, we have no choice but to

grasp the vision of the future and then create new strategies and programs for its expression. It is the only way that Trevecca can continue to guarantee that she remains relevant and redemptive as a moral force well into this century.

Stephen M. Pusey
University Provost and Senior Vice President Emeritus
June 5, 2026

2001-2002

President Millard Reed informed the board that the 2001-02 academic year was also the university's "Year of the Self-Studies" in that faculty administrators, and staff across the university were focusing on preparing reports and other documentation for several institutional and program accreditation agencies, including the institution's ten-year review by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), a five-year review by the Tennessee State Department of Education, and a tenth-year review by the National Association of Schools of Music (NASM).

The student headcount for Fall 2001 was 1819, the highest since 1991 when the Graduate Education Program was strategically downsized to maintain program quality. The 2001 total count was an increase of 110 students over Fall 2000 and the eighth successive year with an increase. The Spring 2002 total headcount was 182 more students than Spring 2001.

A new university-wide "Comprehensive Strategic Plan 2000-2008" and a "Facilities Master Plan" were approved by the Board of Trustees. These documents were significant in guiding the decisions made by university administrators and the Board of Trustees during the following years. The status of the targeted strategic goals and plans were reported annually by the president and senior administrators to the Board with the aid of an annual university "Dashboard."

In 1997 Trevecca began offering its adult degree completion program, the BA in Management and Human Resources (MHR), to students at two off-campus sites: the Saturn Corporation near Columbia, Tennessee and Volunteer State Community College in Gallatin. In Spring 2001 the university was granted permission to offer the MHR Program at two additional community college sites: Motlow State Community College in Tullahoma and Columbia State Community College in Columbia, thus leading to the eventual closing of the Saturn location. In official agreements, the community college administrators committed office space and support services, a part-time Trevecca employee was placed at each of the campuses, and cohort groups began classes in Fall 2001. In February 2002, a similar mutual agreement was signed with Volunteer State Community College (Gallatin). The student response was very positive and successful. Before long, the university was offering multiple classes at each location and adding to the growth of Trevecca's adult programs.

Trevecca raised over \$20,000,000 by 2001 in its comprehensive "Celebrating the Century" fundraising campaign that was focused primarily on raising \$25 million on funds to build a new library and renovate Mackey, the aging library building. When the campaign ended 14 months later, the final number of the 5-year campaign exceeded well over \$27 million. At the time, this was recognized as the largest successful fundraising campaign ever among Nazarene colleges and universities.

Construction of the Waggoner Library and Quick Center for Instructional Technology was completed in the summer of 2001, occupied at the beginning of the fall semester, and

dedicated during Trevecca's Centennial Homecoming Celebration. The state-of-the art building, designed by the Earl Swensson architectural firm, included the library, academic support center, lecture hall with full technological capability, a telecommunications classroom, faculty computer lab, an instructional technology lab, and a general use computer lab.

Renovation of the Mackey Library Building was completed in the Spring to house the School of Education and to provide general classroom space for the campus. Included were ten classrooms, two computer labs, two conference rooms, a faculty lounge, and a commons area for commuter students.

Significant outside athletic facility improvements were started or completed, including the softball field, a soccer field, moving of the baseball field closer to Nance Lane, and new tennis courts near the corner of Woodard Street and Nance Lane. In addition, plans for a new athletic and convocation center, to be attached to the Moore Gymnasium, were discussed.

As part of the university's strategic plan and facilities master plan, the university aggressively began to purchase properties around the periphery of the campus, particularly on Nance Lane and along Factory Street.

Several new intercollegiate athletic sports were added: golf for both men and women and men's and women's soccer. Both the men's and women's basketball teams qualified for their NAIA national tournaments. Women's basketball made its third consecutive appearance at the NAIA national tournament.

In light of Trevecca's approval by the Commission on College of the Southern Associate of Colleges and Schools (SACS) in 1998 as a Level V (doctoral-degree granting) institution, a new academic organizational structure was created and implemented. The following "divisions" were reorganized as "schools": Education, Business and Management, and Religion. All other academic units were placed in the newly created School of Arts and Sciences that included the divisions of Social and Behavioral Sciences, Communication Arts, Music, and Natural and Applied Sciences, all headed by deans, as well as the Physician Assistant Program.

2002-2003

In many ways, 2002-03 was a “pivotal” year for Trevecca. It came at a time when the university had just finished celebrating its past, focusing on the many successes under Dr. Reed’s leadership, reaffirming its mission, and exploring new challenges that would lead to a very positive future. President Reed set the framework for that future at the fall meeting of the Board of Trustees. With the new library completed, the successful reaffirmation of accreditation(s), enrollments hitting record highs, the adding of multiple new academic programs, the successful implementation of new technologies and educational delivery systems and strategies and instructional sites, success in athletics, giving at an historic high, and a very positive workforce, the university was ready to implement many of the strategies outlined in its most recent Comprehensive Strategic Plan.

Trevecca personnel completed the institutional self-study for its 10th-year reaffirmation report for reaccreditation by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) and hosted the SACS onsite review team in the fall of 2002. The following observations were noted in the summary statement of the institution’s self-study document:

Trevecca Nazarene University is entering its second century as an institution of Christian higher education. It has grown from a small college preparing men and women for Christian vocations to a comprehensive Christian university offering degrees in such diverse majors as elementary education, medicine, religion, accounting, and music business. It offers both traditional liberal arts majors as well as professionally focused majors. Degree work is offered at the undergraduate level as well as the graduate level. Educational programs are delivered on campus and off campus. The diversity and quality of the university’s programs represent the bold sense in which the university embraces its mission to the world.

The report of the SACS visiting team was very insightful regarding the state of the university at that time. The team members recognized that “significant change had taken place at Trevecca since the early 1990’s and commended the university for all that had been done to make the transition to Level 5 (doctoral-granting status) and for doing a remarkable job of supporting the new programs while being able to maintain strong educational programs at the baccalaureate and master’s level.” They also issued a strong warning, noting that as a result of this transition, “the character of the institution had undergone significant change from what was historically an institution serving an undergraduate, traditional student body living on campus.” They further noted that “these changes were numerous and that it was incumbent on the university to recognize the impact of this transition on people as well as on the infrastructure, including issues such as those related to faculty research and scholarship, organizational structure, facility planning, fund raising, and so on.” The team thus cautioned that “the move to a more complex organization necessarily requires re-thinking of not only educational programs, faculty and staffing arrangements and/or support,

but also campus planning, including facility planning, fund raising, student services, delivery of information services and delivery of financial services.” These issues were addressed throughout their report and became the focal points of crucial decisions that Trevecca’s administrators and board members would make over the following years.

Student headcount for fall 2002 was the second best in Trevecca’s history. Financially, this was the 11th straight year of being in the black.

Trevecca began negotiations with the administration of Evangeline Booth College, the officers (clergy) training school of the Southern Territory of The Salvation Army in Atlanta, to offer a degree-completion program for their officers that would result in a BA degree in Christian Ministry.

The first class in the MBA program began in Spring 2002 and the MHR program was expanded to class sites at Motlow State Community College (Tallahassee) and Columbia State Community College (Columbia). The Board of Trustees also authorized the university to offer the MHR program at Roane State Community College (Crossville) and Hopkinsville Community College (Hopkinsville, KY).

With the consistent and continuing increase in student enrollment and the growth in academic programming, the administration and board recognized the need to begin serious planning on how to both expand the “footprint” of the campus and to provide adequate space for instructional purposes. As a result, a study of all properties adjacent to the campus was implemented and the priorities for acquisition were established by the administration and presented to the board in fall 2002, with detailed information on the current status and estimated worth of each property. Many of these properties, mostly along Murfreesboro Road, Nance Lane, Factory Street, Lester Ave, and Browns Creek, were acquired by the university over the following 3-5 years.

The Board of Trustees unanimously voted to extend the contract of Dr. Millard Reed for an additional two-year period, through fiscal year 2005 and to end on June 30, 2005, after which time he planned to retire.

2003-2004

At the June 2003 meeting of the Commission on Colleges of the Southern Association of Colleges and Universities (SACS), Trevecca was granted full reaffirmation of accreditation for a period of ten years. This was significant particularly because it was the first time that Trevecca's was reaffirmed since it had achieved doctoral degree granting status in 1998.

Student enrollment continued to increase for the fifth year in a row. The largest gain was in the traditional student enrollment, with a small decrease in the graduate program. The non-traditional undergraduate program remained stable; however, three new sites for the MHR program (Hopkinsville Community College, Roane State Community College, and the Renaissance Center in Dickson) were scheduled to start during the fall. The new Master of Arts in Teaching (MAT) degree, which would qualify its graduates for a Tennessee teaching license, was scheduled to start in January. Over the following few years this would become one of Trevecca's most successful graduate degree programs.

The university completed 12 consecutive years of financially being in the black.

In August 2003 the Tennessee State Board of Education granted continuing approval for all Trevecca's initial and advanced teacher education programs.

Trevecca completed negotiations with the Southern Territory of The Salvation Army to provide continuing education for its officers (ministers) who were graduates of Evangeline Booth College, its two-year ministerial and Bible training college in Atlanta, as well as a degree-completion program for officers who already had a significant amount of college coursework that would result in a BA degree in Christian Ministry. The continuing education program, administered through Trevecca's Christian Ministries Institute in the School of Religion and held on the Trevecca's campus each May, was a five-year program required for all new officers. The degree-completion courses were held concurrently with the continuing education May classes each year and then again, only for the degree students, every August.

The institution continued to monitor its second comprehensive strategic plan that was designed to direct university decision-making for the years 2000-2008.

The fostering and maintaining of a very high level of morale among faculty, administrators, and staff was evidenced by surveys administered every two years.

The women's basketball team, ranked 28th in the NAIA Basketball Coaches Association, qualified for the national tournament for the fourth time in its seventh season of play.

2004-2005

In his 14th year as president of Trevecca, Dr. Millard Reed gave his last annual report to the Board of Trustees at their fall meeting. He retired the following summer. In his closing comments he was extremely optimistic about the future of Trevecca when he declared: "Of one thing we are certain, God started this good work, and He will bring it to completion."

Fall enrollment was 2089, the highest in Trevecca's history and the first time ever to exceed over 2,000 students. Much of the growth in 2004 was a result of the Master of Arts in Teaching (MAT) Program. The first three MAT cohorts began their classes in Spring and Summer of 2004 with a total of 120 students enrolled in the Fall semester.

The Board of Trustees approved Trevecca's participation in the Partners in Nursing Consortium, a newly formed collaborative relationship with Belmont University and several other educational and medical institutions in Middle Tennessee working together to deliver their nursing degree programs. The board's action also granted the administration approval to offer the Bachelor of Science in Nursing (BSN) degree, with a major in nursing, on the condition that it was done only through the partnership and the understanding that all nursing coursework would be taken at Belmont and all other classes at Trevecca. In May 2005, the Tennessee Board of Nursing took action to approve Trevecca granting the BSN degree through the collaboration with Belmont, and the university began recruiting students for its first class, scheduled for Fall 2006.

In 2000, faculty created, approved, and implemented a major redesign of the general education curriculum required for all traditional undergraduate students. The success of the new curriculum was evidenced in Spring 2004 when a sample of Trevecca graduating seniors scored in the top 1% on the College Board Academic Profile examination given to 36,000 students at 156 institutions nationwide. Trevecca scored third overall and first among the 59 schools offering graduate degrees.

Trevecca held its first week-long summer continuing education workshop for the Officers Training School of The Southern Territory of the Salvation Army with 197 officers in the May 2004 session. Twenty-four of the officers were also enrolled in the BA in Christian Ministry degree program.

The Commission on Colleges of the Southern Association of Colleges and Schools (SACS) notified the university that "no additional follow up was necessary" after the university had submitted its first follow-up narratives and documentation in response to any concerns expressed by the SACS reaffirmation review teams. Such action was considered very rare in that several follow-ups to some specific standards were the norm.

The men's and women's basketball teams had outstanding seasons, both participating in their respective NAIA National Tournaments. The men ranked 10th nationally and the women ranked 13th.

At the Spring 2005 meeting of the Board of Trustees, Dr. Dan Boone was elected as the Trevecca's 11th president.

2005-2006

Dr. Dan Boone was inaugurated as Trevecca's 11th president in November on Homecoming Weekend during Trevecca's fall meeting of the Board of Trustees. In his first report to the Board, Dr. Boone focused on "the ways Trevecca can remain faithful to its distinctive mission while relevant and available to its constituency."

Enrollment continued to increase – to 2196 total students. Once again, the major growth was in the graduate programs, particularly in the School of Education. Likewise, the Annual Report provided evidence of a strong year financially, with the 14th straight years of being in the black.

During the spring meeting of the Board of Trustees, long discussions were held concerning the future of the Tennessee Foods Company building that was located next to the Trevecca Healthcare Center and across from Trevecca Community Church. While owned by Trevecca since the Mackey presidency, the building was under a long-term lease agreement with the foods company with the rental income restricted to supporting a student scholarship endowment. The company went bankrupt in 2005 and thus the university needed to decide to either demolish the building or renovate it for some other use. The final decision was to renovate the building as a cost-effective and feasible solution for addressing some of the university's major campus space needs. The board directed the administration to move forward in exploring this possibility.

After years of negotiations the university agreed to the price and terms for the purchase of a significant piece of property located on Murfreesboro Road. The "Bryd" property, comprised of six continuous separate commercial lots, gave the university 300 feet of frontage on one of Nashville's main roadways. The new purchase was especially of significance in that it opened up a much larger "window," for a total of 700 feet, for Trevecca along this key Nashville roadway. The university already owned a 50-foot lot on the south side of Murfreesboro Road from Lester Avenue and approximately 350 feet on the north side.

Trevecca's partnership with The Salvation Army was extended with degree-level courses being taught by Trevecca faculty on the Atlanta Evangeline Booth College campus. There were 40 cadets enrolled in Fall 2005 and 80 in Spring 2006.

Intercollegiate Athletics had a very successful year. Numerous Trevecca and several national records were set. Among the highlights, three sports reached their respective NAIA national tournaments. Softball finished in the top six in the nation, men's basketball advanced to the Sweet Sixteen, and women's basketball to the Elite Eight. Women's basketball set a record for wins in a season at 31 and softball set a record for wins at 47. The women's basketball team defeated the NAIA #1 ranked team twice with a win over then #1 Union University, the eventual national champion, during the regular season and the #1 ranked tournament team, Southern Nazarene University, in the NAIA National Tournament Sweet Sixteen. The softball team hit 62 home runs for third best in NAIA history. Individual athletes also had great

success: Brittiany Johnson broke the NAIA softball strikeout record for a season striking out 453 hitters, Jackie Weaver set a new NAIA record for consecutive free throws made at 57, and men's basketball, women's basketball, baseball, and softball all placed a member of their team on their respective sports' NAIA All-American First Team. Several other Trevecca athletes received "honorable mention" recognition.

Trevecca was selected for the first time as one of **American's Best Christian Colleges**.

2006-2007

In his annual report to the Board of Trustees in November, Dr. Boone informed board members that while his first year as president was a “time to listen and learn,” his second year was one of focusing primarily on planning and looking toward the future. By this time the President’s Cabinet had already begun to work on creating a new 3-5 year strategic plan that would include a clear vision statement, goals, strategic initiatives, and key indicators of success that would allow the university to measure its progress each year, with the breakdown of goals to help define the agenda for the following years. Throughout 2006-2007, the process of completing the plan document eventually included input from most of the university’s constituencies (board members, faculty, administrators, staff, alumni, pastors, students, and parents) and the assistance of Performa, a higher education consulting group.

Major changes were made in the leadership and governance structure of the university, given the vacancy of three cabinet positions. What was developed was a classic university governance structure with many functioning examples in the Church of the Nazarene and other Council of Christian Colleges and Universities (CCCU) institutions. This resulted in an Executive Team comprised of the University President (Dan Boone), Provost and Senior Vice President (Steve Pusey), and Executive Vice President for Financial Services (Mark Myers). The President’s Cabinet included the Executive Team, the vice president for external Relations (Peg Cooning) reporting to the president, and three associate provosts reporting to the provost: Academic Affairs (Carol Maxson), Student Development (Steve Harris), and Enrollment Management (Sam Green). Maxson, Cooning, and Green were the new appointments to the vacated positions.

A major initiative in the plan focused on “student success,” which included strategies to assist students through their college experience, help them develop skills for learning, and guide them in clarifying their calling and vocation. Likewise, an initiative on “academic quality” centered on how to provide more effective support to the university’s fundamental focus on teaching and serve to champion a “campus environment in which effective teaching flourished, teachers and student were actively engaged in the instructional process, and students succeeded as learners.” As a result of these goals, centers for student success and teaching and learning were both created during the following two years.

2007-2008

The new strategic plan, approved by the Board of Trustees in Fall 2007, included four key initiatives:

1. Telling the Trevecca Story: Trevecca Nazarene University will intentionally identify its distinctiveness and deliver clear messages to all its constituencies. Creative methods will be implemented to expand the awareness of the Trevecca story internally and externally and to embrace its location as an asset for fulfilling our mission.
2. Embracing the Opportunities for Growth: Trevecca Nazarene University will embrace opportunities for growth in enrollments and financial resources that will enable the mission of the university to thrive. In order to develop leaders who have a servant's heart, we will focus on the enhancement of academic, student, and spiritual life through strengthening current programs and establishing new ones.
3. Creating a Campus for the Next Generation: Trevecca Nazarene University will create a campus which will motivate students to participate in all aspects of the campus learning community by the completion of capital projects and renovations that correlate with program growth and through the beautification of existing buildings and landscapes. Intentional gathering spaces will be developed to encourage on-campus relationship development, mentoring and collaboration among and between students, faculty, and staff.
4. Organizing for Student Success: Trevecca Nazarene University will sustain a culture of student success in a supportive Christian environment. Each student will be an active participant in the educational, social, and religious life of the community. Students and instructors will engage in holistic, enriching, learner-centered experiences in and outside the classroom. Centralized systems and customer-friendly processes and policies will ensure smooth transactions for students, allowing them time to maximize the potential of their success.

The Fall semester had record enrollments in traditional students (953), and in the total student headcount (2286).

The Graduate Counseling program began offering Trevecca's second doctoral degree program – the EdD in Clinical Counseling.

As a major priority, the university rapidly moved forward with the establishment of the student success center, officially named the Center for Leadership, Calling, and Service, in order to provide a comprehensive range of services recognized as contributing to student success and achievement in higher education and to work directly with students to ensure their access to such services and programs. Center personnel would especially focus on assisting students through their first year of college, helping them develop their skills for learning and guide them in clarifying their calling and vocation. The center would also collaborate closely with faculty, academic units, and other university offices that provide

student services, such as admissions, academic records, counseling services, financial aid, student services, and spiritual life. The goal was the success of every student and the holistic development of each person. At its spring meeting, the board approved Tom Middendorf as the associate director of the Center for Leadership, Calling, and Service, and Assistant Professor of Leadership Studies.

At its fall meeting, the Board of Trustees approved conceptual plans for renovating Bud Robinson as the Center for Leadership, Calling, and Service, the lower level of Waggoner as the Welcome Center and Admissions Office, and the Martin Building to house the offices of the President's Office, the Alumni Center, and offices for Marketing and Development.

For the first time, the university hired a director of marketing and began to work with Redpepper, a professional marketing firm. The consultants were to particularly focus on assisting the administration in four areas: 1) discovering and stating Trevecca's unique offering in the world of Christian higher education; 2) creating a positioning statement that would guide the university in sending consistent, clear, unified messages to all constituents; 3) developing a brand platform which would identify how Trevecca might look and feel in its story-telling efforts; and 4) selecting a new logo.

Initial steps were taken to develop a Center for Social Justice designed to equip servant leaders for inner-city ministry. The center, eventually named in honor of Dr. J.V. Morsch, was to house an urban ministry bachelor's degree program and provide students with hands-on education in compassion and justice ministries. Dr. Morsch, a long-time friend and supporter of Trevecca, was district superintendent of the Florida Central District of the Church of the Nazarene and the coordinator of Compassionate Ministries in the denomination's southern region.

The university also began working toward the opening of a Center for Worship Arts that would focus on preparing local church worship leaders.

The priorities for funding raising in Spring 2008 were listed as: 1) the Center for Leadership, Calling, and Service; 2) the Welcome Center; 3) a Fine Arts Building; 4) the Center for Social Justice; and 5) the Athletic Complex and baseball lights. The university acquired two additional properties on Nance Lane.

2008-2009

This was the 11th consecutive year for a record fall enrollment (2366). While there was a slight decline in the traditional undergraduate count, 953 to 948, there was a significant increase in the graduate programs. Most of this increase was in both the master's and doctoral degree counseling programs.

Dr. Boone updated the Board of Trustees on the three sequential building projects designed to address the aging of the university's facilities and the programmatic implementation of the strategic plan. The first project, the renovation of Bud Robinson Hall to house the Center for Leadership, Calling, and Service, was nearly completed and would be fully functioning by the end of the fall semester. The second project, the creation of a new Welcome Center and Admissions Office on the lower floor of Waggoner Library, would begin in the spring. The third project, the renovation of the Martin Building to house the President's Office, the Alumni Center, and Development and Marketing offices was placed on hold with a decision to be made after further study by the administration.

The university moved forward with the creation of both the Center for Social Justice and the Center for Worship Arts with the hiring of a director for each of the centers.

An aggressive fund-raising capital campaign to support the building projects was initiated. To increase the number of qualified major gift prospects through relational cultivation and solicitation, the university established the Trevecca Society. Members of were recognized as the "key givers" to the university.

The relationship between Trevecca and The Salvation Army's Southern Territory continued to expand. A Trevecca team of academic program evaluators, comprised mostly of faculty members from the School of Religion, conducted an onsite visit to Evangeline Booth College (EBC) in Atlanta to determine what academic credit, if any, could be transferred into Trevecca's Christian Ministry degree completion program. Based on their review, the university agreed that two full years of credit from EBC would be applied to its BA degree in Christian Ministry. At the same time, work continued on the development of an online master's degree program in organizational leadership that would serve officers of the Army. This would become Trevecca's first totally online degree program.

University Provost Steve Pusey was appointed by the Army's territorial commander to serve on the advisory council of The Salvation Army Southern Territory's School of Continuing Education, and by the local corps commander to serve as a member the board of the Nashville Area Command.

Trevecca's Nursing Program, as a partner with Belmont University, was granted its initial national accreditation by the Commission on Collegiate Nursing Education (CCNE).

2009-2010

This was the 12th consecutive year for a record fall semester enrollment, with a total headcount of 2476 as compared to 2366 in Fall 2008. Likewise, Trevecca once again finished the financial year in the black. It was especially significant to have this type of growth in the midst of a worldwide recession, during a time in which there was little economic and political stability and higher education generally was facing a set of new financial challenges.

Affirmation of academic excellence was received with the reports of reaccreditation from the National Council for the Accreditation of Teacher Education (NCATE) and the Accreditation Review Commission for Physician Assistants (ARC-PA). The Tennessee Board of Nursing granted full program approval for Trevecca's new BSN in nursing degree program for a period of 10 years. The pass rate for Trevecca's first nursing graduates on the national nursing exam (NCLEX) was 100%. Trevecca was also informed by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) in June 2010 that it had successfully completed its 5th Year Review, with no follow up required.

The first Trevecca Society weekend was held with more than 175 attendants.

Two major facility improvements were completed and occupied prior to the beginning of the new academic year. In the summer, the Academic Support Services Center and the Counseling Center were relocated to the renovated Bud Robinson Building. This allowed for the expansion of student services in the Center for Leadership, Calling, and Service. The lower level of Waggoner Library that previously housed the Academic Support Services was renovated as the new Welcome Center and Admissions Office.

In line with the strategic planning initiative on "Student Success," Dr. Michael Vail was hired to help establish and serve as director of the Center for Teaching and Learning. The center would focus on assisting faculty in further development of their teaching skills, and especially on the use of technology in the classroom. The center also became very important in the development and support of online courses and programs.

The Board of Trustees approved construction of a new facility, located on Lester Avenue across from the Waggoner Library, to house the offices of the President, Alumni Relations, Development, and Marketing. It was named the Hardy Building in memory of one of Trevecca's early presidents.

A dedication program for the Ray and C.R. Thrasher Archives, located in the lower level of Waggoner Library, was held in the facility. Ray Thrasher retired from Trevecca in June 2009 after serving 43 years as a Trevecca librarian, 17 years of which she was the director of library services.

Trevecca launched its first fully online program, the Master of Organizational Leadership (MOL) degree. The program was developed in collaboration with The Salvation Army and

Nazarene Bible College (NBC). It began in January 2010 and was delivered through NBC's online platform, with the target being Salvation Army officers (clergy) and Nazarene pastors as the primary groups of prospects. SACS approval for this program expedited the university's future offerings of many online programs.

The university began the process of applying for membership to the National Collegiate Athletic Association (NCAA) as a Division II school. The Board endorsed the administration's application.

The university purchased a new parcel of land at 70 Parris Ave. This was the first property to extend eastward on the campus. Initial steps were taken by the administration and the university's architect to develop plans to restore and renovate the Adams Administration Building.

Mark Myers, Vice President for Financial Services, resigned his position after serving as the institution's chief financial officer for the previous 17 years.

The President's Cabinet approved a new policy to accept undocumented students. This decision resulted in an increase of ethnic diversity at the university.

The 884 graduates in 2009-2010 was a record number for Trevecca and placed the university second, only to Vanderbilt University, among private colleges and universities in Tennessee.

2010-2011

The traditional student headcount in Fall 2009 (963) was a record; however, the total student headcount declined significantly from that of Fall 2008. This was due, in large part, to a change in Tennessee's state licensure requirements for school administrators, as well as a responding policy change whereby school districts would no longer pay a tuition benefit to their employees seeking school administrator licensure.

President Boone presented a revised strategic plan to the Board of Trustees that included a fifth initiative focusing specifically on academic excellence: Advancing the Quality of the Academic Programs.

Trevecca's AM radio station WENO 760 was sold to Russ Jones of Anchor Broadcasting, a company that specialized in Hispanic and urban gospel radio, and WNAZ FM to the Bott Radio Network. WNAZ first aired in 1967 as a student radio station.

The Women's basketball team made their 11th consecutive appearance in the NAIA National Tournament. The softball team won the conference championship and finished among the "elite 8" in their national tournament.

The university was reclassified (redesignated) by the Carnegie Institute as a "Teaching and Research University."

The Board of Trustees approved a loan of \$10 million through a bond program for campus improvements, including the McClurkan Building, Greathouse Science Building, Adams Administration Building, and Jernigan Student Center. Plans were made primarily for the renovation of McClurkan for additional classroom space and the upgrading of the science labs in Greathouse. When completed, these two projects would add an additional 270 seats for student instruction. Work on both projects moved forward quickly in the spring with anticipation that construction on both buildings would be finished by the beginning of the Fall 2011 semester.

The College of Lifelong Learning (CLL) was created for the purpose of providing more efficient services to students enrolled in the graduate and adult programs, as well as online courses within the four university schools. Services included marketing, recruitment, admissions, and enrollment. Dr. David Phillips, vice president of online education over Nazarene Bible College's very successful online programs since 1998, was hired as a Trevecca faculty member and appointed dean of the College of Lifelong Learning.

In preparation for a 10th year reaffirmation of accreditation by SACS, institutions were required to develop and submit a Quality Enhancement Plan (QEP). Trevecca chose to focus on student research and the strategies and methods to get students actively engaged in scholarly research, particularly collaborative research across academic disciplines and

programs. In the years since, Trevecca's student research has been very successful in not only increasing opportunities for undergraduates to participate in research, but in enhancing the academic reputation of the university. It is believed that it has also had an impact on the growth of traditional student enrollment, particularly in the science fields.

The university purchased three additional lots on Parris Ave that were adjacent to property Trevecca already owned.

2011-2012

Trevecca awarded its first PhD degrees, and the first among Nazarene peer institutions, in August after the SACS Commission on Colleges approved the university's request to convert the doctoral program major in clinical counseling from the Doctor of Education to the Doctor of Philosophy.

Renovation of the Adams Building was completed and now housed the Graduate Counseling Program, the Office of Academic Affairs, the Office of the Provost, the Registrar's Office, the Center for Teaching and Learning, and two new classrooms. The renovation project also included new parking and landscaping around the building.

The Greathouse Science Building was renovated to house new labs on its first floor and an elevator. All science laboratories were updated and equipped, and a new lab was created.

The Alumni Center was opened in the newly constructed Hardy Building, named after a former Trevecca president, thus completing a four-year effort to improve the visitor functions of the campus by locating enrollment and alumni at the front of the campus and providing adjacent parking for visitors. The President's Office and the offices for Marketing and Development were also housed in Hardy. The building was dedicated during the November homecoming.

Plant Operations were relocated to property on Nance Lane. Their old facility on Hart Street was then converted for use by the Department of Communication Studies and the Department of Music. It included a classroom for art instruction, a communications lab, practice areas for instrumental music, and drama space.

A major renovation of the McClurkan Building, named after the founder of Trevecca, was started in the summer and completed and opened in April. It now housed the Millard Reed School of Religion, the Center for Worship Arts, and the J.V. Morsch Center for Social Justice, as well as serving as a primary building for general education classes. The historic chapel was preserved for use as a presentation and performance auditorium.

The lower level of Tidwell was renovated, creating 14 faculty offices in what previously housed radio station WNAZ.

Several changes and updates were made to the athletic facilities. A new parking lot was added on the old tennis courts behind Moore Gymnasium, new tennis courts were planned near the sand volleyball courts, soccer dugouts were constructed, and new seats were installed in Moore Gymnasium.

Plans were unveiled for the launch of a project to build residential homes on the perimeter of the campus along Nance and Parris Avenues. These homes would offer friends and employees of the university the opportunity to live in a community rich in enjoyment of

athletic competition, walking trails, music and drama events, food services, a health clinic, a local church, and easy access to public transportation all within walking distance.

Trevecca's softball team ended the season ranked #2 in the NAIA poll with a record of 48-4. Two spring sport coaches were selected Trans South Conference "Coach of the Year" in their respective sports: Ben Tyree in softball and Jonathan Burton in baseball. Sixty-one Trevecca athletes were recognized as Trans South Scholar Athletes.

Trevecca was approved by the membership committee of the National Collegiate Athletic Association - Division 2 (NCAA II) for entry into the initial process for full membership. Much of the success of the university's application was attributed to the work and leadership of Steve Harris, associate provost for student development. A new athletic director, Mark Elliot, was named to help the university through the three-year probationary process. Trevecca applied as a charter member of a new DII conference, the Great Midwest Athletic Conference (G-MAC).

2012-13

This was another “Year of Accreditation” at Trevecca. While there was no official statement declaring such, it was the reality. The university and several of its professional programs were in the process of going through various stages of their accreditation cycles or program approval reviews. Throughout the year, the university was visited by two peer review teams representing the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), one for the National Association of Schools of Music (NASM), and one for the Accreditation Review Committee for the Physician Assistant (ARC-PA). In addition, the Social Work Program progressed through its second year of candidacy by the Council on Social Work Education (CSWE) and the Graduate Counseling Program submitted its application documentation for initial accreditation by the Council for Accreditation of Counseling and Related Education Programs (CACREP). To top it off, Trevecca hosted a membership committee in the spring in its second year of candidacy status for NCAA DII membership.

President Boone outlined for the Board of Trustees the “guiding principles” and status of the university’s 2010 Facilities Master Plan and noted that within the framework of those principles the following items were the major projects the administration was at that time focusing on:

- The design and funding of a new worship and performing arts center and a renovated field house and gymnasium.
- The potential of residential property on the perimeter of the campus.
- The purchase of interior and buffer properties identified in the 1994 and 2004 plans as being essential for the long-term development of the campus.
- Interior sidewalks, trees, landscaping, and quad development.
- Continuation of a circumference road around the campus and the purchase of the necessary properties to accomplish this.

The progression toward online education was significant, especially with the systematic preparation of faculty to develop and teach online classes. In addition to the fully online Master of Organizational Leadership (MOL) and a new Master of Education in Curriculum, Assessment, and Instruction, a large number of required undergraduate general education classes were offered online for the first time in Summer 2012. Due to the availability of these courses to students, the university had a 65% increase in summer undergraduate credit hour production.

Trevecca continued to move forward in its efforts to increase the number and percentage of full-time faculty with terminal degrees in their fields of study. At the Fall 2012 meeting of the Board of Trustees, it was reported that 84 of 103 (81%) teaching faculty, cabinet-level administrators, and academic deans (81.7%) had earned doctorates. Ninety-three of the 103 (90.3%) had terminal degrees, when considering the MLS, the MSW, and the master’s degree with PA licensure as such.

Trevecca received notification from the NCAA DII that it had “graduated” to year two of its candidacy. The G-MAC Conference was well on its way toward meeting the sports requirements to be a full-fledged conference within a year or two. Likewise, Trevecca was considering what specific sports the university might add in order to meet the minimum requirements for individual schools. The plan was to add men’s and women’s track and field (distance events only) to the cross country programs in Fall 2013.

2013-2014

The university was in a healthy financial state in the fall of 2013; however, there were early warning signs of potential decline that indicated that for continued future success the administration needed to be more proactive in monitoring collected data and efficiently managing the university's financial resources. As a result, Dr. Boone challenged the board, the President's Cabinet, and campus leaders to focus on a number of initiatives to strengthen the financial performance of the university in the short term and for the future.

Because of the financial concerns only a limited number of construction projects were undertaken during the year. With a pledged donation, a batting facility for baseball and softball was constructed along the right field fence of Jackson Field. This allowed the athletic department to claim space on the lower level of Moore Gym for other needed uses. The university also received a gift of \$700k for the Millard Reed Bell Tower to be built on the campus quad. And the university moved forward with the creation of Walden Woods, a new residential subdivision along Nance Lane and Parris Avenue.

The School of Music launched the National Praise and Worship Institute with 16 freshmen in the opening class.

The move to consolidate all graduate and adult studies programs and services in the College of Lifelong Learning was experiencing the results that had been hoped for. Online education was expanding, recruitment was more consistent and intentional, marketing actively engaged, and adult programs overall regaining strength.

The Board raised the projected target for the student/faculty ratio of the university's traditional undergraduate program from 16:1 to 20:1 and encouraged the administration to work toward accomplishing this goal over the next three years.

In the summer of 2013, the NCAA Membership Committee informed the university that it had advanced to the final year in the membership process (the Provisional Year), effective September 1, 2013. This approval allowed the university to use the NCAA logo for the first time.

The university received the report from the SACS Commission for Colleges and Universities in December that Trevecca was reaffirmed for accreditation until 2023. In addition, Trevecca was reaffirmed for ten years by the National Association of Schools of Music, granted the third and final year of candidacy status by the Council on Social Work Education for the Social Work Program, and received recognition by the American Library Association and the American Association of School Librarians for meeting all accreditation standards for the Master of Library and Information Sciences degree program. This last recognition was a special one given by the National Council for the Accreditation of Teacher Education.

In the spring meeting of the Board of Trustees, Dr. Boone outlined the purpose of the proposed Walden Woods project: 1) to create a residential community adjacent to the university that enhances the campus experience, provides beautification, and controls the university boundaries and 2) to grow scholarship endowments through planned gift arrangements, such as retained life estates. The Board approved the concept plans for the Walden Woods development and authorized the administration to borrow up to \$1.8 million for site development costs, contingent upon a positive response to internal sales and marketing surveys and approval of the board's Executive Committee. Funds were to be used solely to pay for normal site development costs at the Walden Woods site, such as demolition, grading, utilities, roads, fees, and so on.

2014-2015

Enrollment continued to set new records across the various degree program levels. The traditional undergraduate enrollment increased from 1,015 in Fall 2013 to 1115 in Fall 2014, with a record freshman class enrollment of 315. The total student headcount increased from 2,470 to 2,606. There was a 99.2% occupancy of beds on campus, which emphasized the need to seriously address the issue of increasing campus housing.

The Board of Trustees was informed that the Volunteer Trucking Company property on Lester Avenue was under contract with a December closing scheduled, and that a 6-acre property directly behind the university on Faculty Street was under option. The plan for the trucking company was to convert it into being the university's primary music venue as soon as the remaining funds were raised. The 6-acre property, eventually secured in July, was to be held as an investment.

The Walden Grove project, formerly Walden Woods, was moving ahead quickly; however, with significant changes. In re-evaluating the total plan for Walden Woods, the university determined that the previously proposed housing costs were too expensive. As a result, a new approach was taken. The university sold half of the acreage to a private contractor to build 34 single family homes ("Walden Village") fronting Nance Lane and to collaborate with a contractor to build a 126-unit apartment complex on Parris Avenue. An agreement was signed in October with Trevecca contributing the land and cash to be the sole owner of "The Flats at Walden Grove."

Endowments were now in excess of \$25 million.

Significant changes were made in both the structure and personnel under the office of provost and senior vice president, Dr. Steve Pusey. Dr. Kathy Baugher resigned from her position as associate provost and dean of enrollment management after two years at Trevecca. Holly Whitby, who previously served as the director of admissions, was appointed as the associate provost and dean of enrollment management. Dr. Carol Maxson, associate provost and dean of academic affairs and acting dean of the College of Lifelong Learning, submitted her resignation after seven years of service. Dr. Tom Middendorf and Dr. Jim Hiatt assumed responsibilities for non-cabinet positions as associate vice presidents for academic services and academic programs, respectively. Dr. Hiatt continued in his position as dean of the Skinner School of Business and Technology. Dr. Tim Eades was appointed to a new cabinet position as associate provost for graduate and adult studies.

As part of the reorganization of the academic areas of the university, the online administrative unit was restructured out from the College of Lifelong Learning to be directly under the Office of Academic Affairs, thus emphasizing the significance of online, hybrid, and blended learning in all university academic programs. In response to this rapidly changing instructional paradigm in higher education, the university administration decided to intentionally embrace the opportunities to effectively utilize new forms of technology and

communication in creative and innovative ways. The primary goal of the center was to provide excellent service to teachers and students in creating a quality Christian education using innovative and engaging instruction. These included the following actions:

- The creation of the Center for Innovative Instruction that would focus on assisting instructors and students with the use of new technologies, workshops and other training on the development of new online courses and training sessions and support services for course instructors in the development of new online courses.
- The hiring of LaMetrius Daniels as a full-time director of online learning who reported directly to the associate vice president for academic services.
- The creation of three instructional design positions to be filled by experienced educational technology specialists and an online learning specialist to assist faculty and students.
- The move of the physical location of the new center to the 3rd floor of the Adams Building in what was formally the Center for Teaching and Learning. This provided office space for personnel and a computer instructional lab for working with course curriculum designers and instructors.

To satisfy the requirements of the provisional year for NCAA Division II membership, Trevecca submitted its final report and update for the Institutional Self-Study Guide to the NCAA DII Membership Committee. In July 2014 the university was notified that Trevecca had successfully completed the membership process and was now a full member of the NCAA. For the first time, Trevecca athletes were eligible to compete in post season play on the NCAA DII level.

2015-2016

Trevecca continued to experience unprecedented growth in the traditional undergraduate programs. It had taken a decade to get from about 900 to 1000 students; however, in the two following years the undergraduate enrollment went from around 1000 to 1250, a 25% growth rate. The university particularly had success in several targeted pockets – diversity, NCAA DII athletes, natural science majors, and off-region non-Nazarenes. Trevecca also continued to build their “Hispanic Initiative” in collaboration with Equal Chance for Education. Medical doctor Michael Spalding’s nonprofit organization funded tuition for approximately 20 local undocumented Hispanic students in 2015-16 and continued to do so for many years.

The graduate and adult programs also began to see significant enrollment and program growth under the leadership of Dr. Tim Eades, a proven specialist in building adult degree completion and graduate programs. Functions such as recruitment, marketing, and enrollment were centralized under his leadership in the renamed School of Graduate and Continuing Studies. Over \$2 million was invested in recruiters, advisors, and marketing. Throughout the year, additional staff personnel were employed in the school, filling positions in recruitment, admissions, and student support services. While the programs showed a financial loss in the first year due to the initial investment, the new cohort starts indicated the promise of breaking even and pulling ahead in the second year’s budget. Early indicators of this were positive. New cohort starts increased from 248 students in Fall 2014 to 512 in Fall 2015 and the projections of new starts for spring would likely increase that number to 700 students. Cohort groups met online, on the Trevecca campus, and at various remote sites. By the spring semester, the adult programs had over 450 students taking online courses, ranging from students enrolled in degree completion to doctoral degree programs.

The fiscal year that ended on June 30, 2015 showed a slight operating improvement from the prior year in addition to another solid bottom line for the university when the non-operating endowment and scholarship income results were included.

The university closed on the Volunteer Trucking property in December and was in the final stages of design and pricing for using the facility to house the newly organized School of Music and Worship Arts.

Ground was broken on the Walden Grove project, a 34-home subdivision adjacent to the campus, 26 of which were already either under contract or had a commitment to purchase. The large majority of these were Trevecca employees or graduates. The university offered \$2,500 to employees for a first right of refusal on the sale of their home in a move that would allow the university some control over the direction of the neighborhood. In response to the Board of Trustee’s unanimous affirmation of the Walden Flats Apartments, the administration was moving forward in the HUD process and would soon have final construction numbers and interest rates.

Four university units were involved in some stage of program approval or accreditation during the year. The Physician Assistant Program submitted a follow-up report to the Accreditation Review Committee for the Physician Assistant (ARC-PA) and was visited by an ARC-PA committee for a focused review in November 2014. The program's accreditation status was extended for another seven years. The Social Work Program was granted a three-year initial accreditation by the Council on Social Work Education (CSWE). The Graduate Counseling Program was awarded initial accreditation for two years for its graduate-level programs by the Council for Accreditation of Counseling and Related Education Programs (CACREP). Teacher Education Program personnel completed their self-study for reaffirmation of accreditation with the National Council for Teacher Education (NCATE) and program approval by the Tennessee State Department of Education.

2016-2017

While most private institutions of higher education were struggling with declining enrollments and dwindling budgets, Trevecca was in a period of rapid growth. The administration had chosen to invest in new programs, new delivery methods, new marketing and recruiting tactics, and additional faculty and staff, and was now reaping the benefits of doing so. Since implementation of the new strategic plan in 2007, the enrollment goal for the university has been to maintain steady growth towards 3,000 students. For a number of years, Trevecca had a period of slow growth; however, in the two years prior to Fall 2016 there was significant growth in the student numbers, and in Fall 2016 the university exceeded the 3000 barrier for the first time. Total headcount was 3221, an increase of 581 students (22%) over Fall 2015 (2640). Traditional student headcount was 1375, representing 129 students (10.4%) over Fall 2015, 260 over Fall 2014 (23.3%), and 369 (36.7%) more than 2013. The 2016 freshman class jumped past the prior year's record-breaking number from 346 to 397.

In the fall of 2016, the President's Cabinet reviewed the university's strategic plan and updated the institution's enrollment goals, with a focus on maintaining steady growth toward a total student enrollment of 4000 by Fall 2020, including 1500 traditional undergraduates, 900 of whom would be residential students; 1000 non-traditional undergraduates and 1500 graduate students, 1200 of whom would be in totally online programs; and a minority student enrollment representing at least 35% of the student total population. Targeted numbers were established in all student categories for each year up through 2020.

There was a significant increase in the number of courses offered online by the university. From October 2015 to October 2016 there was an increase of 408 adult and graduate students, from 311 to 719, enrolled in Trevecca's totally online programs and courses. In addition, the number of traditional students taking online courses from the university was rapidly increasing.

With the growth in enrollment, the need to provide adequate housing for traditional students became an increasingly important priority. There was just enough space to meet the housing needs for the Fall 2016 semester; however, if such growth continued, additional beds would be needed. The short-term plan for Fall 2017 was to get additional beds by utilizing the University Terrace Building B and renovating the back side of Johnson Hall where the university records and registrar offices were located. These changes increased resident capacity from 867 to 893 beds. While this solved the immediate problem, it became very evident that more housing space would be needed. Because no new residence hall had been built since 1974, when Benson Hall was constructed, it was decided that a new building would be an especially positive benefit for future recruitment, retention, and student satisfaction.

The construction of the Jackson Center for Music and Worship Arts Building was completed and occupied. The School of Music and Worship Arts also continued to make use of the Wakefield Building.

The Board of Trustees authorized the President's Cabinet to seek a combination of bank debt, not to exceed \$2.25 million, and/or investment from friends of the university for the purchase of a large building complex on Polk Avenue. The Polk Avenue LLC would allow Trevecca to eventually control 80% of the property.

Eastern Nazarene College (ENC), a sister institution of Trevecca in Boston (Quincy), Massachusetts, was faced with major financial problems. As a result, ENC's Board of Trustees approached Trevecca about a possible merger of the two institutions. In March of 2017, a "Memorandum of Understanding (MOU)" was agreed to by both institutions. The purpose of the MOU was to create a 3-year exploratory process aimed at the successful merger of the two institutions in a way that would fulfill the stated mission of both institutions without weakening the financial strength of Trevecca and maintaining a sustainable financial plan for Nazarene higher education in the Church of the Nazarene's USA Northeast Educational Region. The MOU suggested the timeline and benchmarks that would allow for the merger.

In order to be compliant with the Southern Association of Colleges and Schools (SACS) requirements on active off-campus sites, the Cabinet took action to close 13 sites in Tennessee where the Graduate Education Program was previously offered, but not for a long period of time. The university continued to maintain some active off-campus sites: Volunteer State, Columbia State, and Motlow State Community Colleges, as well as Evangeline Booth College (Atlanta) and Donelson Christian Academy (Nashville). The Graduate Education Program continued to maintain open, but inactive, sites in several Tennessee metropolitan areas: Knoxville, Jackson, Chattanooga, and Memphis (Covington).

2017-2018

Enrollments continued to rapidly increase. Fall 2017 headcount was 3620 students, an increase of 12.4% over Fall 2016 (3221) and 37.1% over Fall 2015 (2640). The traditional student headcount was 1427, representing 52 students over the prior year's total (3.8%). The total increase over the previous four years was 41.8%. The student headcount in the School of Graduate and Continuing Studies was 2193, as compared to 1846 in Fall 2016 (18%).

The most significant gain in enrollment was in the online programs offered through the School of Graduate and Continuing Studies (SGCS) – from 165 in October 2014 to 1003 in October 2017 (507%). In 2014 the university launched the Center for Innovative Instruction (CII) and hired LaMetrius Daniels as its director. By 2017, the center consisted of a full team of instructional designers. The decision to create and adequately support the CII was pivotal to Trevecca's online growth. By 2017, in tandem with the SGCS and other academic schools across the university, the center supported the development and delivery of 17 fully online nontraditional degree programs.

Trevecca closed on the Polk Property in May 2017 and began receiving income from the lease of the property. Construction of The Flats at Walden Grove was completed in the fall.

Trevecca leased classroom space in Duluth (Atlanta) Georgia to offer various academic programs out of the School of Graduate and Continuing Studies. After initial steps were taken to market the programs, it was decided that it would not be feasible enough to move forward at this location. As a result, the site was closed.

Steve Harris, the associate provost for student development, retired after serving at Trevecca for 39 years. For 34 years Steve held the position as the university's chief student development officer and a member of the President's Cabinet, under presidents Homer Adams, Millard Reed, and Dan Boone.

Dr. Tom Middendorf was named the associate provost and dean of academic affairs and a member of the President's Cabinet, replacing the position once held by Dr. Carol Maxson. In addition, a new administrative position of associate vice president of accreditation and state authorization, reporting to the university provost, was created. Dr. Jonathan Bartling was hired to fill this new non-cabinet level role.

The initiative of a merger, or acquisition, between Trevecca and Eastern Nazarene College (ENC) moved forward very quickly. A task force was created in late Spring 2017 comprised of Board of Trustee members representing both institutions. In August, the university submitted a request to the SACS Commission on College's Board of Trustees to allow Dr. Boone to serve in a voluntary leadership role at ENC while a merger between ENC and Trevecca was being considered. This request was approved by the SACS commission in December, with the stipulation that merger documentation would need to be submitted before March 15. At the same time, Trevecca submitted an application and supporting documentation to the

Massachusetts Board of Higher Education in mid-November seeking approval to offer its graduate and continuing studies programs in both on ground and online formats in the commonwealth. The proposal also included ENC's traditional programs.

Throughout this process, Dr. Boone and Dr. Tim Wooster, ENC's provost, worked directly with the staff of the New England Association of Schools and Colleges (NEASC), ENC's regional accrediting body. Dr. Boone's leadership team at ENC included several chief administrative officers from ENC and a number of Trevecca cabinet members with various areas of responsibilities: Steve Pusey, academic programs, accreditations and program approvals; David Caldwell, financial services; Holly Whitby, enrollment and admissions; and Tim Eades, graduate and non-traditional programs. Trevecca's cabinet members and several additional Trevecca employees worked diligently in collaboration toward a permanent merger between the two institutions throughout most of summer, fall, and winter months, meeting all necessary deadlines.

At the Spring 2018 Trevecca Board of Trustees meeting, Dr. Boone updated members about the process of the Trevecca/ENC merger and shared a letter Trevecca sent to the Massachusetts Board of Education (MBE) advising them of Trevecca's withdrawal from the process. While the Trevecca administration had hoped to be successful in helping ENC survive, and the plan put in place appeared to be moving forward rapidly towards that goal, legal roadblocks in the Commonwealth of Massachusetts ultimately became too burdensome for Trevecca to continue. The decision to withdraw was based on a number of factors, the most crucial being a requirement by the MBE that any merged institution in Massachusetts would have to use ENC's name and be governed under the authority and regulations of the Commonwealth.

As a result of Trevecca's decision to exit the merger, Dr. Boone informed Trevecca's board that he would withdraw from his voluntary role at ENC at the college's March board meeting and would work with ENC to ensure a smooth transition of all Trevecca personnel who had been assisting ENC. The goal was to have "hands-off" by September 1, 2018. Trevecca's Board of Trustees took action that included the following provisions, among others: 1) That Trevecca cabinet members transition from their ENC leadership positions at ENC by September 1, 2018, or at an earlier date if leadership succession could be determined, and 2) That Trevecca enter into a new Administrative Services Agreement with ENC for any services contracted beyond July 1, 2018.

(As a note: Eastern Nazarene College remained open for another 6 years and then closed permanently in June of 2024.)

2018-2019

Trevecca was recognized as being the “fastest growing university in the state of Tennessee.” Total headcount for Fall 2018 was 3927, an increase of 307 students (8.5%) over Fall 2017 (3620) and 1287 students (48.8%) over the prior three years (2640). Traditional student headcount was 1463, an increase of 36 students (2.5%) over Fall 2017 (1427) and 217 students (17.4%) since 2015 (1246). Over five years the traditional undergraduate enrollment had grown by 45.4%. The student headcount in the School of Graduate and Continuing Studies was 2464, compared to 2193 in Fall 2017 (12.4%). This was a 76% increase in the nontraditional student numbers during the previous five-year period.

Several new academic programs were added in the fall semester: AA in Recording Technology, BA in Human Development and Family Studies, BA in Business Administration and Entrepreneurship, BS in Computer Science, BS in Electrical and Computer Engineering, MA in Public Administration, and MA in Business Administration.

The retirement of Steve Harris as Trevecca’s long-time chief student development officer in the spring of 2018 led to a number of significant structural and personnel changes in both the academic and student development offices of the university. Dr. Tom Middendorf assumed oversight responsibilities for the Office of Student Development with the new title of associate provost for academic and student affairs. In addition, all school deans, with the exception of the dean of the School of Graduate and Continuing Studies, now reported directly to him. Dr. Tim Eades was named executive vice president for graduate and continuing studies, reporting to the provost and assumed the additional oversight responsibilities for the graduate programs in physician assistant and counseling, including the PhD program.

Jessica Dykes was named as the university’s new chief student development officer with the title of associate vice president for student development, a non-cabinet position with oversight for all academic support and student development services. All functions of the Center for Leadership, Calling, and Service and the Office of the Chaplain were merged with those of the Office of Student Development, with the exception of Campus Security that was assigned to Dr. Middendorf. All but one of the functions of the Office of Student Development now were located in the Bud Robinson Building. The Counseling Center continued to be housed in the adjacent Smith House.

Dr. Jonathan Bartling, associate vice president for accreditation and state authorization, assumed additional responsibilities with oversight for the offices of Academic Records and Library Services and a new title as associate vice president for academic services and accreditation. The intercollegiate athletic program was placed under provost and senior vice president Steve Pusey, with the athletic director reporting directly to the provost and having a “dotted-line” relationship to the president.

Once constructed, Trevecca owned 100% of The Flats at Walden Grove, the 126-unit apartment complex located adjacent to the campus. The university signed a ten-year agreement with the contractor to manage the property, and by the end of September 2018, it was already 99.2% leased. Income from this investment was placed in scholarship endowments.

In Spring 2019, the university was completing its fourth year of a 5-year, \$75 million comprehensive capital campaign that included all gifts, pledges, and estate commitments. The goal was \$25 million for scholarships, facilities, and operations and \$50 million in estate commitments. As of March 1, 2019, the total received or pledged was \$63.6 million, putting the university at 85% of the overall campaign goal with one year left. The total included \$24.8 million in gifts and pledges and \$38.8 million in estate commitments.

Dr. Steve Pusey retired from Trevecca in June 2019 after serving for 27 years as the university's chief academic officer, senior vice president, and provost and completed his 39th year in Nazarene higher education. Dr. Tom Middendorf was recommended by the president and approved by the Board of Trustees to succeed Dr. Pusey as university provost and senior vice president. Two additional cabinet members resigned during the summer. Dr. Tim Eades was appointed as the provost at Southern Nazarene University in Oklahoma and David Caldwell, vice president for financial services, returned to the business community.

A critical moment in leadership for Trevecca occurred over the span of calendar years 2018 and 2019. The outstanding cabinet of Trevecca had been consistent over the past decades with Dr. Steve Harris and Dr. Steve Pusey having served 39 and 27 years respectively. With the retirement of these two long term leaders, the campus felt the absence. Also, Dr. Tim Eades transitioned to SNU, VP of Enrollment Holly Whitby accepted a similar position at Taylor University, and CFO David Caldwell returned to the music industry. The leadership, camaraderie, and symmetry of this cabinet team had led Trevecca to its strongest days in history. Dr. Boone gathered the campus employees to recognize the loss of over 100 years of experienced leadership and to embrace the future. The strength of Trevecca's leadership development culture was obvious with Harris, Pusey, Caldwell, and Whitby being succeeded by Dykes, Middendorf, Monzu, and Miller. Each of these had served under their predecessor and each is still serving in their role in 2026 at the close of the 125th anniversary of Trevecca. Dr. Boone has often recognized that the success of Trevecca is rooted in the strength of its cabinet.

2019-2020

Enrollment was once again at an all-time high. Trevecca's growth ranked 25th in the United States for its increase in total enrollment and 4th in the nation for its increase in its doctoral programs. Total headcount for Fall 2019 was 4124, an increase of 197 students (4.7%) over Fall 2018 (3927) and 1484 students (36%) over the prior four years (2640). The total student enrollment, for the first time ever, was the highest among the eight Nazarene colleges and universities. Traditional student headcount was 1541, an increase of 78 students (5.1%) over Fall 2018 (1463) and 295 students (19.2%) since 2015 (1246). Since 2013 (1006), the traditional undergraduate enrollment had grown by 53.2%. The student headcount in the School of Graduate and Continuing Studies was 2583, compared to 2464 in Fall 2018. Non-traditional enrollment grew by 84.5% since the fall of 2013 (1400).

Eighty-two percent of all full-time faculty members at Trevecca held an earned doctorate; 88% held a terminal degree in their field of study. These were both the highest percentages among Trevecca's Nazarene higher education peer institutions, due in large part to Trevecca's significant number of graduate programs that require course instructors to have an earned doctorate.

Trevecca's 10th year regional accreditation had last been reaffirmed by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) in December of 2013. As a result, during the spring of 2019, Trevecca underwent its SACS 5th Year Review. This included a self-study of 22 of the SACS principles and an "impact report" on Trevecca's Quality Enhancement Plan (QEP), which focused on undergraduate student research. As 5-year review did not include a site visit, the commission's board followed up with a letter requesting additional information on only three of the principles.

The departure of Dr. Tim Eades, executive vice president for graduate and continuing studies, in Summer 2019 led to a number of changes in the university's organizational structure under the Office of the Provost. Most significant, all traditional and non-traditional academic programs now reported to the provost, including all deans and faculty members. This was also true for all student services in both traditional and non-traditional programs. These actions provide a broader view of the student experience, both inside and outside of the classroom.

Along with the change in the academic structure, a number of key administrators were moved into different or redefined positions. Holly Whitby was named vice president of enrollment and marketing with oversight of both traditional and non-traditional admissions. The Marketing Department was moved from External Relations to Admissions in hopes of fueling enrollment growth in the future. Likewise, the Intercollegiate Athletic Program was moved from the direct oversight of the provost to Holly in order to better support undergraduate enrollment growth. Dr. Jim Hiatt, dean of the School of Business, temporarily

expanded his responsibilities as he assumed oversight of the School of Graduate and Continuing Studies in an interim capacity. Dr. Lena Welch, dean of the School of Arts and Sciences, assumed the new role of associate vice president of academic programs (traditional). Dr. Jonathan Bartling assumed more oversight of the accreditation process as a result of Dr. Pusey's retirement, now serving as the point person for SACS accreditation while continuing in his role as vice president for academic services. Jessica Dykes, in her second year, continued to serve as the associate vice president and dean for student development following the merge of all functions of student development, the Chaplain's Office, and the Center for Leadership, Calling, and Service in 2018. Security was shifted under Jessica at the start of the new academic year.

The university continued to add new graduate programs, including the launch of the Doctor of Business Administration (DBA) degree in November, the Master of Public Administration in the spring, a new MBA minor in Data Analytics, and the renaming and upgrading of the master's degree major in Healthcare Administration.

To address the dire need for additional student housing, the Board of Trustees approved the construction of a new 300-bed apartment style residence hall to be funded by a bond issue not to exceed \$30 million. In the Spring 2020 meeting this was adjusted to \$39 million. The board also approved the construction of a \$8-9 million, 36,000 square foot addition to the Greathouse Science Building. The first two floors would house the Physician Assistant Program and the third and fourth floors would support future medical-related programs. In addition to the bond issue (\$2-5 million), the university would sell its Factory Street property for \$2.5-3 million, partial ownership in the Flats (30-40%) for \$2-4 million, and 20% of the Polk Center (for which Trevecca owned 72%) for approximately \$1.2 million. While the Health Sciences wing to the Greathouse building would greatly benefit the Physician Assistant Program and future medical programs, it would also help accommodate the rapid and strong growth in the university's number of science majors and programs.

A third major renovation was that of Jernigan Student Center to enhance food service options and create additional student gathering spaces. The Jernigan project would be accomplished primarily over the next two summers and would not involve debt. The university had \$3.3 million from Chartwells and SSC, their new "partners" for food service and plant operations respectively, so would use those funds for the Jernigan renovations.

The start of the COVID-19 world-wide pandemic occurred in Spring 2020 and was long lasting. This event had great financial repercussions for the university's building plans. Decisions needed to be made as to what projects, in any, would likely be achievable over the following years due to the added expenses it was creating and the concerns about future enrollment. The virus was challenging to both recruiting and retention. After much discussion, the recommendation of the President's Cabinet and the decision of the Board of Trustees was to move forward with the two projects that had the least cost and the most impact on future enrollments: the Health Sciences Building and the renovating of Jernigan. The residence hall was put on hold for a later date. It was noted that the university would not

lose any of the money that had already been spent on this project in that the majority of the expenses to that point were architectural fees that would remain with the building until it was reasonable and feasible to move forward with its construction.

2020-2021

This was the year of Covid-19. As with all colleges and universities across the United States and the world, the pandemic had a significant impact on almost every area and function of Trevecca's operations: enrollment, finances, social life, construction goals, and so on. To address these many challenging issues and focus on the future a Covid-19 Task Force was created under the leadership of Provost Tom Middendorf, along with members of the President's Cabinet and other university personnel.

Despite the threat of Covid-19, Trevecca maintained an overall traditional retention rate of 86% from spring to fall. Trevecca administrators successfully reorganized the traditional undergraduate schedule into a split half semester (7-7 strategy). As a result, the university was able to maintain in-person classes and mitigated significant outbreaks of COVID-19 on the campus throughout the fall semester. There were no instances of student-to-faculty covid spread and no classes were cancelled. Campus classrooms were transformed to accommodate remote learning in addition to in-person classes. Students were allowed to choose remote learning as an option if they had pre-existing conditions or were afraid to come to campus.

The administration implemented a spending freeze, paused on hiring, halted faculty development funds and matched retirement funds, and made necessary changes relative to the capital project funding. At its fall meeting the Board of Trustees voted to approve and move forward with the construction of the Health Science Building and the Jernigan Center renovation but paused on the residence hall project until trends in enrollment and residential housing were clear.

Total headcount for Fall 2020 was 3,936, a decrease of 156 students (3.8%) from Fall 2019 (4124). While undergraduate enrollment was down slightly, the graduate and adult programs increased in number. The EdD experienced a sizeable increase from 443 to 492 students.

Trevecca's most significant loss in students was from The Salvation Army program, which accounted for 206 students in 2019 and only 38 in 2020. Due to decreased donations, the Salvation Army cut its employee tuition reimbursement program, and thus essentially ended the program. When not considering The Salvation Army program decrease, Trevecca would have had a minimal growth in overall student headcount for 2020.

During the pandemic, the university focused as much as possible on ways to increase future growth, including the development and delivery of new credit and non-credit academic programs, most of which were offered virtually. The Center for Innovative Instruction, School of Graduate and Continuing Studies, and School of Education collaborated to create a professional development course designed to serve K-12 teachers in preparing curriculum for remote learning. These efforts caught the attention of the Tennessee Department of Education, and they sought a partnership with Trevecca to enroll just under 20,000 teachers.

This initiative was covered by five different news outlets, numerous online articles, and viewed by thousands of people on social media.

The School of Music and Worship Arts launched two new centers during the summer, the Center for African American Worship and the Center for Arts Innovation. Both centers offered virtual workshops to serve churches and musicians during a time when most of the country was shut down.

The School of Graduate and Continuing Studies launched the following degrees in the spring: Online BS in Criminal Justice and online MEd in Curriculum and Online Teaching.

Two new Master of Arts degree programs were launched in the Millard Reed School of Theology and Christian Ministry, the MA in Bible and Theology and a MA in Church and Community. The School of Business and Technology assembled an accelerated MBA to appeal to recent graduates entering a poor job market. Additionally, new tracks of Entrepreneurship and Innovation, Crisis and Emergency Management, and Nonprofit Leadership and Management were approved for the MBA, MPA, and MOL programs.

The COVID-19 pandemic also significantly impacted processes and protocols for student and residential life on campus. The Center for Student Development team worked with university partners to identify quarantine, isolation, testing, daily health monitoring, and screening practices. The Office of Residential life was integral in providing care for impacted students. The division created COVID-19 operations in housing, community life, academic services, accommodations, counseling, testing, tutoring, and spiritual formation. Some of these operations included quarantining and isolating students both on and off campus at a partner hotel, organizing a volunteer force for student quarantine care and meal deliveries, partnering with local churches for student support, creating systems for meal delivery, daily health and wellness checks, valet laundry services, and remote learning, providing safe move-in and orientation policies and protocols, creating robust virtual spiritual life programming, developing socially distanced intramural activities, adjusting all social events to fit Davidson County mandates and limit crowds to 25 people or less, creating remote and in-person, socially distanced tutoring services and writing workshops, developing an educational curriculum and accountability protocol for students, and promoting the Trevecca Community Commitments for COVID-19. Dining services and offerings were also reconfigured. Dining capacity was reduced in the Apple Dining room, “to-go” options were expanded, mobile ordering was launched at Tu-Taco and The Hub, and an additional dining location was opened in the Moore gymnasium.

The Board of Trustees approved the sale of the 101 Factory Street Property to Elmington Capital in the amount of \$5.1 million. Proceeds from the sale were to be used to establish a board designated endowment.

In the spring meeting of the Board of Trustees the members authorized the administration to restart the residence hall project with the parameters that the total cost did not exceed \$48 million.

A total of 1318 students graduated in May 2021, which was less than ten away from a record. Trevecca held four separate commencement services with a capacity of 2000 per ceremony to comply with Nashville Covid-19 restrictions. All commencement convocations occurred outdoors with beautiful weather. There was a spirit of community and presence among students, employees, and guests not seen since before the beginning of the pandemic.

A newly created office of Global Engagement was launched in June 2021 to provide strategic efforts for the recruitment, orientation, and support of all international students. In addition, the office would work to expand awareness of Trevecca globally for international students. It would also focus on connecting with churches around the world in hopes of expanding study abroad opportunities for Trevecca students.

Preparation was underway for the opening of the Fall 2021 semester to be as close to normal as possible. Most Covid-19 restrictions were set to end by May 14, and Trevecca planned to return to its 15-week format with in-person learning, without a remote option to students since a vaccine was now widely available.

Construction of the Health Sciences Building was underway, with an anticipated completion for the spring of 2022. Construction and renovation of the Jernigan Student Center began in May and continued throughout the year. Since the building would be completely shut down, a few operations had to be relocated during the renovation period. The Mail Room and Print Shop were permanently moved to the main floor of Waggoner Library and the Bookstore temporarily moved to the back porch of Bud Robinson. The Boone Convocation Center became the dining hall for the fall semester and part of the spring semester. The university rented a full-mobile kitchen which was located behind the Boone Building and repurposed existing storage, freezers, and kitchen equipment to be used in Boone. Chapel continued to take place in the Boone auditorium on Tuesdays and Thursdays, with Plant Operations having only about an hour twice a week to “flip” the entire room for serving lunch.

2021-2022

Trevecca survived the COVID-19 pandemic exceptionally well. In the Fall 2021 semester, all traditional undergraduate programs were moved back to a 15-week format and Trevecca ceased offering the remote learning option for students. Removing the remote status pushed students to return to campus, and housing was back to 95% capacity in the residence halls. The athletics program was also fully operating as normal. By the time of the fall Board of Trustees meeting only five current students had tested positive for covid. Among the traditional students, 63% were vaccinated. Of faculty, 80% had been vaccinated.

The total student headcount for Fall 2021 was 3717, a decrease of 251 students (6.33%) from Fall 2020. Traditional student headcount was 1475, a decrease of 18 (1.21%) from Fall 2020 (1493). The student headcount in the School of Graduate and Continuing Studies was 2242, compared to 2475 in Fall 2020, resulting in a decrease of 233 students (9.41%). Adult Studies decreased from 610 in Fall 2020 to 448 in Fall 2021, a decrease of 162 students (26.56%). Graduate programs decreased from 1865 in Fall 2020 to 1794 for Fall 2021, resulting in a difference of 71 students (3.81%). The positive in the traditional undergraduate enrollment numbers for the fall semester was that it was the largest face-to-face new student class ever. This group of students was comprised of a record class of 425 freshmen, 76 transfers, and 14 readmits. On the other hand, because it was in an environment of relaxed eligibility requirements for student entry due to the epidemic, there was some concern about future retention. Despite many difficulties of the “covid year,” Trevecca maintained an overall traditional spring to fall retention rate of 85.9%.

With the resignation of Holly Whitby in the summer, the President’s Cabinet was restructured to include the following additions: Melinda Miller, vice president for traditional admissions; Patrick Osborne, vice president for graduate and adult education; Jessica Dykes, vice president for student development; and Jonathan Bartling, vice president for academic affairs.

As to be expected, non-traditional revenue was down for a second consecutive year. At the same time, the return to campus meant that expenses compared to the “covid year” would be higher. As a result, the university had to continue to maintain its mindset of a spending freeze through June 2022.

Academic programs and personnel were reorganized to create the School of Science, Technology, Engineering, and Mathematics (STEM), School of Arts and Social Sciences, and the Center for Commercial Music.

Construction continued on the Health Sciences Building, the Jernigan Student Center, and the Residence Hall. Jernigan reopened in March and students returned to the Apple Dining room for meals. It was anticipated that the Health Science Building would be completed in Spring 2022 and the Residence Hall in Spring 2023.

Trevecca was on pace in the spring of 2022 to bring in its largest and most diverse group of new international students ever in the fall semester. The Office of Global Engagement had been launched in the summer of 2021. As a result, by March 2022, the university more than doubled its undergraduate international applications from the previous year and marked a 35% increase in applications over the previous high mark set in 2019.

2022-2023

The total student headcount for Fall 2022 was 3327, a decrease of 390 students (10.49%) from Fall 2021 (3717). The traditional student headcount was 1478, an increase of three students (0.02%) from Fall 2021 (1475). Enrollment in the graduate and adult education programs decreased by 393 students (17.53%), from 2242 in Fall 2020 to 1849 in Fall 2021.

Considering the impact of the Covid-19 pandemic, the admission and retention of students in the traditional undergraduate programs was encouraging for the future. The number of new traditional undergraduates enrolled was 451. This included 378 freshmen, 67 transfers, and 6 readmits. Trevecca maintained an overall traditional retention rate of 88% from spring to fall and a new record was set for the traditional undergraduate graduation rate (70%).

Dr. Boone presented a four-year plan to the Board of Trustees that was designed to help the university recover from the nearly \$6 million financial deficit caused primarily by the pandemic. It was projected that with implementation of the following strategies, among others, the income would be \$0 for fiscal year 2024 and \$1.2 million for fiscal year 2025.

- Add a Department of Nursing within the School of STEM in the fall of 2023 that would allow Trevecca to keep their own students rather than send them to Belmont University to complete their program.
- Increase enrollment in the Physician Assistant Program.
- Add a lacrosse sports program.
- Sell the Flats (\$14.5 million).
- Open the new residence hall (The University Commons) that would enable the university to rent the University Terrace Apartments.
- Increase tuition and fees by 5.6%.
- Reduce the number of full-time employees over two years.
- Take a one -year special distribution from the investment in the Polk Center to generate additional income.

The School of Graduate and Continuing Studies was reorganized to create two separate units: the School of Leadership and Interdisciplinary Studies, for adult and degree-completion programs, and the Graduate School.

During the Christmas holiday break, on Christmas Eve, a frozen water line in the Waggoner Library busted. Because the campus was closed for the break, it was quite some time before this was discovered, and by then major damage was done on the lower two levels to library holdings, the archives, offices, and study rooms. As a result, the library had to be closed down for the spring semester and the summer months as the facility was being renovated. The library staff relocated to the Wakefield Building during this time and provided their services from there.

The institutional 10th year report for Trevecca's regional reaccreditation by the Southern Association of Colleges and Schools (SACS) was submitted to the Commission on Colleges in mid-September. The university was scheduled for an onsite visit in April of 2023.

Although Trevecca had technically been offering a nursing degree since the 2005-2006 academic year, it was in cooperation with Belmont University where all the nursing courses were taught. In October 2022 a Letter of Intent for a Bachelor of Science in Nursing (BSN) degree program was submitted by Trevecca to the Tennessee Board of Nursing for review. A decision by the board to move Trevecca to the application phase occurred in November and the board granted initial approval in February 2023. The Nursing Program was to be housed in the new Health Sciences Building. Of key importance to Trevecca's approval by the board was a Memorandum of Understanding and a Letter of Commitment submitted to Trevecca from Ascension Saint Thomas Hospital System in which Saint Thomas agreed to provide clinical facilities for the establishment of the program. Subsequently, Trevecca was approved to offer the BSN degree by SACS Commission on Colleges at its summer 2023 meeting and the new program was scheduled to start in the Fall 2023 semester.

This was a record-breaking year for funds raised: \$8.4 million, with \$6.8 million in current and capital gifts and \$1.6 million in irrevocable trusts.

The Board of Trustees approved the launch of a fundraising campaign for a new athletic facility on campus as shown in its then current Facilities Master Plan. The board also allocated up to \$2 million of the Board Designated Endowment to be used to develop two lots on Factory Street to construct four new single-family homes. It was anticipated that this investment would generate approximately \$120,000 per year in investment income.

2023-2024

The Waggoner Family Foundation made a \$2 million gift to help establish the Zelma Waggoner Institute of Nursing and another \$300,000 for the renovation of Waggoner Library, which has been severely damaged by a December 2022 water break and flood. Other donors gave \$500,000 to pay for 140 additional parking spaces behind the newly constructed Health Sciences Building.

Trevecca began a transition of its athletic programs from the Great Mid America Athletic Conference (GMAC) to the Gulf South Conference (GSC). The departure resulted in a \$125,000 exit fee; however, it was recognized that this move would ultimately save the university a considerable amount of money by cutting back on the high expenses related to team travel. Less travel time also allowed the student athletes to be on the campus more, which was especially significant to their academic classroom instruction.

The new student traditional undergraduate enrollment for the fall semester was 456. This included 375 freshmen, 70 transfers, and 11 readmits. The graduate and adult enrollment rebounded some from the previous year's numbers; however, the university's total enrollment declined slightly. Nonetheless, Trevecca showed an increase in overall net tuition revenue for the first time in four years in that the university was increasing its numbers in the higher revenue programs. The EdD Program celebrated its largest fall enrollment ever with 70 new students split between online and face-to-face students.

The early signs of the nursing program were positive. Trevecca enrolled 45 new nursing students, compared to 23 for the 2-2 partnership the university had with Belmont in 2022. The second floor of the Health Sciences Building was designated for the program. Ascension Saint Thomas donated six beds to that space and continued to support Trevecca's in a number of ways as Trevecca moved forward in developing its program.

The new residence hall, named the University Commons, opened at the beginning of the fall semester and was dedicated during the November homecoming.

The Communication Studies Department was moved into the Wakefield Fine Arts Building. The building was renovated in the summer and equipped with new editing labs, a Mac Lab, journalism collaboration space, and a new film studio. Additionally, the Graphic Design Program was moved from the Information Technology Department and reimagined as a new program in the Communications Studies Department to coincide with film and journalism.

An athletic facilities campaign was initiated to explore fundraising prospects for the proposed Athletic and Event Center. The facility was designed to house a 1500-seat gymnasium, intramural athletic spaces, expanded locker room and training facilities, a hall of fame, and media rooms. The gym in the main area would be able to be converted into convocation/concert/banquet hall-type layouts to accommodate up to 2500 people.

A new competitive stunt sport team debuted in February 2024 as part of intercollegiate athletics program. The program architect for the Trevecca team was first-year head coach Kelly Quigley. The roster of 21 athletes had enough success by February to earn a ranking of number 2 in the Mid America West Conference and in March were ranked 6'th in the nation. The team went on to win the conference championship competition and qualified as one of eight teams that made the NCAA DII National Tournament in late April, where they lost a heartbreaking overtime game in the first round.

With the addition of the PhD degree in Leadership, Trevecca moved to a Level 6 university, the highest classification of SACS institutions. The university's application for a Doctor of Physical Therapy degree was accepted by the Commission on College. That program was projected to be launched in 2030.

2024-2025

The Wall Street Journal's "2025 Best Colleges in the U.S." list ranked Trevecca as the top Christian university in Middle Tennessee as well as the top Nazarene university in the country.

Total student headcount was 3195, compared to 3196 in Fall 2024. The traditional student headcount was a new record at 1579, an increase of 118 (8.08%) from Fall 2023 (1461). The university enrolled a record 532 new traditional students. This included 456 freshmen, 66 transfers, and 10 readmits. The student headcount in graduate and adult education programs was 1616 compared to 1735 in Fall 2023, resulting in a decrease of 119 students (6.17%). Adult Studies decreased from 364 in Fall 2023 to 324 in Fall 2024, a decrease of 40 students (-10.99%). Graduate programs decreased from 1371 in Fall 2023 to 1292 for Fall 2024, resulting in a difference of 79 students (5.76%).

With a retention rate of 84%, residential housing increased from 872 to 941, essentially filling the new residence hall while also filling the University Terrace apartments with graduate students and employees.

Security has always been a top priority for the university. Trevecca consistently ranked near the top of the annual federally mandated crime report as one of the safest colleges and universities in the state of Tennessee; however, as Nashville grew significantly over the previous decade and continued to have unprecedented growth and an increase in transient foot traffic, the university sought to continue to prioritize campus safety and emergency response efforts through staff expansion, officer training, community engagement, and education on campus. This included the hiring of a new director of Campus Security who, with 37 years of career experience, held key leadership roles in patrol, K-9 operations, investigations, training and development. A certified firearms and tactical instructor, he was able to train the campus officers in active shooter response, critical asset risk management and overall best practices.

Trevecca's nursing program, just two years old, had already crossed the 100-student threshold.

The Advanced Clinical Learning Center was established at Ascension Saint Thomas West in partnership with Trevecca.

Trevecca's Physician Assistant Program's 2024 class was the fourth class in a row to achieve a 100% first-time pass rate on its national PANCE exam.

Three new master's degree programs, Trevecca's first in the fields of science and technology, were offered in the fall: the MS in Data Analytics Management, the MS in Information Technology Management, and the MS in Computer Science Management.

The School of Leadership and Interdisciplinary Studies accepted an invitation to join the prestigious Carnegie Project on the Education Doctorate (CPED), an international network of more than 135 graduate schools of education and a leader in rethinking advanced educational preparation, alongside schools like Johns Hopkins University, Arizona State University and Drexel University.

The university became a part of the International Executive Studies (IES) program that followed a strategy successfully employed by several relatively small universities to attract international students to graduate degree programs in Science, Technology, Engineering, and Mathematics (STEM). It utilized a third-party recruiting organization and focused on students primarily from India. The IES program was structured in a hybrid format that required students to come to campus one weekend per term for in-person instruction.

Trevecca completed a record year in funding the university with gifts totaling \$9.7 million.

The Millard Reed School of Religion and Theology received a \$1.25 million grant from the Lilly Endowment for the *More and Better Preaching* program and began offering a free Financial Literacy Training program for pastors, church leaders, and nonprofit managers.

Trevecca officially joined the Gulf South Athletic Conference.

Trevecca's stunt team wrapped up an historic season that included a top 10 national ranking (8th), 28 wins, and a National Championship run. It was just the second season for the Trevecca program, which had outstanding and unexpected success during each of its two seasons. This season they finished 2nd in both the Mid America West Conference (MAWC) regular season and at the post-season championships. Trevecca was the only non-NCAA Division I team in the conference. Their only losses in conference play, regular season, and postseason were to the University of Kentucky, the conference champion. Unfortunately, the team saw their season end in dramatic fashion, falling in overtime in the National Championship.

For the fifth consecutive season, the Trevecca Trojans received the President's Award for Academic Excellence, an award given to NCAA Division II schools whose athletes demonstrated a high rate of academic success. Trevecca ranked 9th out of 307 Division II schools.

By the time of the March 2005 meeting of the Board of Trustees, it was reported that recruitment of traditional students for the Fall 2025 semester was moving along very well. Nursing was by the largest area of interest by prospective students, with the total number of applications at 364. Nursing applications were up 35 compared to the same time in 2024. There was also an increased interest from Nazarenes, especially those from the Northeast, previously designated as the educational zone for Eastern Nazarene College that closed in the early summer of 2024. Trevecca was also holding steady with Nazarene students living in the USA Southeast Region. This was attributed to a newly established Nazarene

Guarantee Program that guaranteed eligible Nazarene students from both the Southeast and Northeast Regions to have their full tuition costs covered by a combination of scholarships and state and federal aid.

In the fall of 2024 a new wording of “Chief of Staff” was added to the job title held by Dr. Tom Middendorf: “University Provost, Senior Vice President, *and Chief of Staff.*” Dr. Middendorf had just completed his 5th year in his position.

At their spring 2025 meeting the Board of Trustees unanimous voted to renew the contract of President Dan Boone for another 4-year term. Dr. Boone was completing his 20th year as Trevecca’s president.

2025-2026

For the second consecutive year, Trevecca set new records for freshman enrollment, on-campus housing, and dual enrollment. The total fall semester headcount was 3272, an increase of 77 students from Fall 2024. The traditional headcount was 1672, an increase of 93 students over the previous year. Much of the increase was the result of the continued growth of the nursing program and an overall higher retention rate for traditional students of 79%. The headcount in the graduate and adult programs had a slight overall decrease of less than 1%, from 1616 in Fall 2024 to 1600 in 2025. Housing occupancy was at 95% of capacity, resulting from an increase of 21 residential students (963) over 2024 (942).

While the university had cause to celebrate many of the enrollment numbers for the year, like most institutions of higher education at the time, they did so with concern about the future due to a number of outlying economic and financial factors, particularly in changes that were being made by the Federal Government regarding new limitations and reductions in federal loans for graduate students. The uncertainty of these changes already had some impact on the number of applications for many of Trevecca's graduate programs. The administration estimated that the projected revenue loss from these ramifications would be about \$3 million.

For the fifth year in a row, the Physician Assistant graduating class achieved a 100% first-time pass rate on the national PANCE exam and the first BSN graduating class achieved a first-time pass rate of 89% on their NCLEX exam.

The Winkler Center for Career Development and Connections was dedicated during the fall homecoming. The center, housed in the Waggoner Library and funded by Board of Trustees member Paul Winkler and his wife Debbie, was created to serve students as they prepared for their transition from "student to professional."

The Board of Trustees approved the sale of the Polk Center for \$30.6 million with the proceeds allocated to the university's endowments.

In conjunction with the Academic Affairs Office, four faculty members (Jason Adkins, Michael Jakeson, Craig Shepperd, and Andrew Burham) were recognized as Trevecca's first \$1 Million Grant Champions. Each successfully applied for and secured over \$1 million in grant funding for the university and their respective programs.

After being granted Level 6 status by the Commission on College of the Southern Association of Colleges and Schools (SACSCOC), the university gained more flexibility in being able to expand its academic program offerings. Several new programs were approved by the Board of Trustees at their fall and spring meetings: Associate of Science in Nursing, Bachelor of Science in Nursing (online), Master of Social Work, EdD in Organizational Leadership and Innovation, and a Graduate Certificate in Healthcare Administration.

Two other previously approved programs were started during the year: Master of Arts in Corporate Learning Development and EdS in AI-Enhanced Instructional Leadership. In addition, the PhD Bridge Program was created. The Bridge Program allowed graduates of Trevecca's EdD program to take additional designated coursework and transition their EdD into a PhD. Also implemented was a program allowing former Physician Assistant graduates with an MS in Medicine who matriculated in the previous ten years to earn a Master of Public Health (MPH) degree by taking only five MPH courses rather than the ten courses normally required for the MPH degree. This provision was allowed due to the extensive overlap of content between sections of the PA curriculum and required MPH courses.

Peg Cooning retired in December after serving for 18 years as Trevecca's vice president of university engagement. Her key areas of responsibility included fundraising, alumni, church and community engagement, conferences and events management, career development, and marketing. Following her retirement, Troy Munn returned to Trevecca after 25 years to fill the role as vice president for university advancement.

During the board's spring meeting, President Boone informed the members that the Nazarene Board of General Superintendents had not yet reached a final decision on what districts in the denominations' Northeast Region will or can do in regard to the closing of Eastern Nazarene College. Until that decision was made, Trevecca could not move forward with the reorganization of its board. In the interim Trevecca was maintaining a great relationship with those districts. Dr. Phil Fuller, District Superintendent of the Virginia District, was a guest at Trevecca's meeting.

It was noted at the spring meeting of the board that while Trevecca had been in the black financially for the previous 34 consecutive years, the current fiscal year's financial report showed a \$3-5 million gap. This was caused in large part to the instability of the Federal Government and the removal of federal loans from all but three of Trevecca's graduate programs. As was done in the past, the university's administration appeared confident that the gap could be significantly closed or eliminated by the end of the budget year on June 30.

Ron Jones donated the Annex Building on Hart Street to the university. The intent of the university was to use that space to house the Physical Therapy Program once the program was approved.

It was noted that plans are being put in place for Trevecca to celebrate its 125th anniversary, beginning with Commencement in May 2026 and formally concluding at the June 2027 General Assembly of the Church of the Nazarene. A cross-campus committee began planning in the fall of 2025 for the celebration of God's faithfulness to Trevecca over its history, as well as casting a vision for the future. It was projected that the project would encompass several elements, with celebration events throughout the year, including homecoming, the collection and development of writings related to historical events and anecdotes, publications, and fundraising.

Dr. Dan Boone informed the Board of Trustees that he would be retiring on July 1, 2027. After serving as Trevecca Nazarene University's president for 22 years, his last official assignment would be to represent the university at the Nazarene General Assembly in June 2027.

Following Dr. Boone's announcement, the board members discussed and approved a presidential search and transition process that would include input from a wide range of Trevecca's constituency. The intent was to vote on and announce the name of Trevecca's 12th president in November 2026 at the time of the university's Homecoming Weekend and fall Board of Trustees meeting.

The 2026 Commencement featured the announcement of the 125th Celebration of Trevecca. Dr. Boone reflected on the history of Trevecca's leaders, J. O. McClurkan and A. B. Mackey. These visionary leaders persevered through difficult days when the existence of the college was in jeopardy. The Commencement was held on the Trevecca quad between the McClurkan and Mackey Buildings. The address was titled, "We Really Shouldn't Be Here".

2026-2027

The Board of Trustees met on August 3 in an electronic meeting (Zoom) to consider a Memorandum of Understanding in response to a request from former Eastern Nazarene College Districts that Trevecca would serve as their education provider. Unanimous action was taken to include the following districts: MidAtlantic, Maine, Upstate NY, Metro NY, and New England. Virginia had already joined the SE Region. This action adds the following states to Trevecca's assigned education responsibility: Maine, Vermont, New Hampshire, New Jersey, Massachusetts, Rhode Island, Delaware, Connecticut, Maryland, part of Pennsylvania, and Washington DC. The tag line used to describe this addition is "Trevecca: From Maine to Miami".

On August 20, the 125th Celebration was launched at the President's Dinner with a presentation of the logo, recognition of retiring employees, and a state of the university address from President Boone.