When times are tough, you find out who your friends are.

The year 2020 brought us a global pandemic, racial and political unrest, wildfires and days of choking smoke, but you were there with us when we needed to provide a helping hand to students. This year revealed what we were made of. Time and time again, our faculty and staff were faced with challenges to our Be Known promise, and yet they still found ways to provide a caring and Christ-centered education. We converted gymnasiums to classrooms. We sat students six feet apart. We went online. We buckled down, adapted, and delivered on our promises. This was also the year George Fox became the largest private university in Oregon. We continue to prepare graduates who will follow God’s call into their vocation. We’re moving to expand where we’re most needed. In the midst of a health crisis, we’re preparing nurses, mental health workers, social workers, physical therapists and – starting in 2021 – physician assistants. We have much work to do, but it’s amazing to think how far we’ve come.

You, our friends, make it possible.

Thank you,

Robin Baker
President
Living Our Mission and Serving Students

Our Mission
George Fox University, a Christ-centered community, prepares students spiritually, academically, and professionally to think with clarity, act with integrity, and serve with passion.

Vision
To be the Christian university of choice known for empowering students to achieve exceptional life outcomes.

Values
- Students First
- Christ in Everything
- Innovation to improve outcomes

Purpose
To educate and inspire students to pursue God’s calling.

The Higher Education Landscape
Higher education is at a crossroads. A looming enrollment crisis brought about by a declining population of new high school graduates, continually rising college costs, the rise of online learning, cost-cutting measures by competitor schools, and complications associated with the COVID-19 pandemic have created an urgency around George Fox University’s strategic work this year.

While some may say the modern university is dying, we believe it is being reborn. And as people of the resurrection, we also believe that the Christian university will play an important role in higher education’s rebirth.

Our Strategic Direction
Our commitment to a Christ-centered education will continue to be our key differentiator in the marketplace. We will also employ the following strategies moving forward:

- Build a technological platform that provides greater flexibility, more mobile capacity, and new learning options
- Expand our mobile and digital learning options
- Create new high-barrier, high-need graduate programs in healthcare. We aspire to be the Christian university for healthcare education in the West.
- Increase efficiencies to reduce student costs, especially in the undergraduate program
- Leverage new media and partnerships to expand our brand awareness

We must pivot now to create an institution that will thrive under new conditions. We cannot stay the same. The new environment we now find ourselves in requires us to move quickly to provide more flexible and affordable options that lead to meaningful work for the learners we serve.

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George Fox is classified by U.S. News & World Report as a “Best National University.”

Forbes ranks George Fox among the top 10 “Best Religiously Affiliated Colleges” in the United States.

In 2019-20, Money magazine listed George Fox among its “Best Colleges for Your Money,” ranking the school first among Oregon Christian colleges.

George Fox is consistently ranked among the nation’s leaders in percentage of students studying abroad.

The Princeton Review lists George Fox as a “Best in the West” selection.

Achievements and Outcomes

The 2020 U.S. News rankings moved George Fox to a “national university” from a “regional” university after a reclassification by the Carnegie Institute. George Fox’s new category puts us in the company of approximately 400 universities, including Ivy League schools and prestigious research institutions.

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U.S. News Top-ranked Christian university in Oregon

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Leadership Team Transitions

President Baker and the leadership team at George Fox University have continued our strategic work to become the university of the future. As we develop programs and experiences that prepare undergraduate and graduate students for meaningful careers well into the future, our people will be critical to making it all happen.

In May, George Fox welcomed a new provost, Dr. Andrea Scott. She arrived from California Baptist University, where she was dean and professor of marketing in the Jabs School of Business the previous four years.

During her tenure, the Jabs School of Business experienced consistent growth while expanding its undergraduate majors and adding a master of science degree in information technology and an MBA business analytics concentration. Previously, she was a marketing faculty member in Pepperdine University’s Graziadio School of Business and Management for 12 years.

The enrollment and marketing division also saw a leadership change, promoting Executive Director of Undergraduate Admissions Lindsay Knox to the role of Vice President for Enrollment and Marketing.

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University’s COVID-19 Response

The spread of the COVID-19 pandemic required a shift in the way education was delivered. Remote learning became the new reality in late March, and university leadership focused on innovation to meet the needs of students and deliver the institution’s Be Known promise in new ways.

Following are examples of how this happened:

- Students without computers were loaned Chromebooks.
- Professors, career coaches, campus pastors, tutors, librarians, counselors and others created new ways to connect with students remotely.
- The Bruin Community Pantry food bank remained open with enhanced safety protocols.
- Online Bible studies and activities were organized.
- The George Fox Gives campaign raised more than $139,000 to meet the needs of financially vulnerable students affected by the coronavirus.

George Fox also responded to the needs of the greater community:

- The university’s engineering department 3D-printed face shields to distribute to local healthcare workers.
- The nursing department donated personal protective equipment to Friendsview Retirement Community.
- A group of students created a website where busy doctors and nurses could sign up for free services like grocery shopping, dog walking and yard work.

**Successful Fall Opening**

To open for in-person learning in the fall, operations teams were deployed to evaluate every instructional space on our campuses to ensure compliance with ever-changing state guidance. This also resulted in having to reseat all courses multiple times as room capacities continually changed.

**Other measures taken included:**

- The addition of 10 large classrooms in spaces not typically used for classes to ensure required physical distance between students.
- A mandate that face coverings be worn inside all buildings.
- The reduction of housing capacity by 20 percent to allow for isolation spaces in residential areas.
- Asking all students to voluntarily quarantine for seven to 14 days prior to coming to campus, to undergo a health screening before being permitted to move into living space, and to utilize the CampusClear app to log their health status daily.
- Asking our campus community to take the Bruin Pledge, which encourages taking responsibility for your own health and to take steps designed to help protect the health of others.
- The addition of three large tents to provide places for our students to eat and gather since the state effectively reduced the seating capacity of our dining hall by 80 percent.

**University-wide:**

- Ninety-five employees throughout the university connected by phone with 1,115 undergraduate students to inquire about their health, needs, and financial constraints during the COVID-19 pandemic, extending the Be Known promise in a stressful time for students.

**Graduate/ADP Admissions:**

- Waived application fee to encourage applications.
- Pushed back enrollment deposit dates and refund dates to give time for unsure students to commit.
- Managed communication between graduate programs and new students about day-to-day changes to format of orientations and courses and what students’ concerns were.

**Financial Aid:**

- Awarded $2 million in CARES Act grants amid rapidly changing federal regulations and reporting requirements.

**Undergraduate Admissions:**

- Pushed back deadline to June 1 for deposits.
- Utilized and leveraged our online scheduling platform to allow financial aid, admissions, student accounts and the IDEA Center to provide 1,295 Zoom and phone appointments between March 15 and the present.
- Revamped and pivoted appeals process to provide a way for students impacted by COVID-19 to seek additional financial aid funding from the university that was already budgeted for.

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The George Fox Community

A critical part of being a Christ-centered institution, George Fox values diversity as an essential dimension of what it means to be human. We believe that God values each of us in our uniqueness, and therefore we seek to be a community that celebrates the uniqueness of each of its members, including one’s race and ethnicity.

In addition to a number of new and continuing initiatives to nurture diversity among employees and students, George Fox made a number of changes in the admissions process to remove barriers to entry for first-generation and underrepresented minority students. The result was a dramatic increase of applications among ethnic minorities.

We expect our constant growth in diverse student representation to continue climbing at even higher rates than the growth we’ve experienced over the last 20 years, continuing our hope to be known for who we include, not who we exclude.

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications</th>
<th>Admissions</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>35.3%</td>
<td>26%</td>
<td>33%</td>
</tr>
<tr>
<td>2019</td>
<td>35.5%</td>
<td>9%</td>
<td>2</td>
</tr>
<tr>
<td>2020</td>
<td>40.6%</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Percentage of total applications by students of color

Total applications submitted: 50
Total admitted: 49
Total enrolled: 33

Current number of fully George Fox Digital students: 40; budget “break-even” target was 25

Average Class Size: 18 (includes labs)
Average High School GPA: 3.7 on a 4.0 scale
Average SAT Score: 1142 out of 1600
Acceptance Rate: 82% (2019-20)

Acceptance Rate: 82%

Graduate & ADP Total Enrollment: 1,916
Up from 1,721 in 2019
Largest graduate & ADP enrollment on record

Undergraduate Total Enrollment: 2,192
Down from 2,347 in 2019
55 more continuing students than the adjusted projection after COVID-19
Down 109 in the incoming class (this was the adjusted projection after COVID-19)

New Graduates: 1,881
(560 undergraduate, 124 ADP, 375 graduate)

Gender Ratio:
- (Fall 2019)
- 60.4% female
- 39.6% male

Students Living on Campus: 1,125
States Represented: 35
International: 1.5%

Total number of living alumni: 30,671
Residing in 51 countries and all 50 states

Largest majors:
- business majors, engineering, nursing, elementary education, biology, art and design, psychology, social work, exercise science, cinematic arts
The total average debt at graduation for our undergraduate students is about $15,000 less than the national average.

I am so grateful to have received donor-funded scholarships throughout my time at George Fox. These scholarships have equipped me to be able to pursue the call to ministry that God has placed on my life and empowered me to be able to continue my education at a graduate level.”

– Katie Diaz, Christian Ministries, Class of 2021

The impact of donor-funded scholarships is multifaceted. Scholarships help to transform the recipient’s campus experience by allowing the student to focus on college vs. working additional part-time hours. Accordingly, scholarship recipients tend to achieve higher rates of retention and completion and are also more likely to be more actively engaged alumni. We are truly indebted to those who freely give so others can have a transformative educational experience.”

– Dr. Andrea Scott, Provost

We established a scholarship for the nursing program because I (Carolyn) was a nurse for 30 years. There continues to be a need for nurses. We are both alumni of George Fox who love the mission to train students to see their career paths as a calling, and we are also proud to hear of the fine reputation of graduates from the George Fox nursing program who are working in hospitals and other medical fields.”

– Roy and Carolyn Crow (Alumni, ’62 and ’65)

Family income of all George Fox students who filed FAFSA (2019-20)

- 23% under $50,000
- 27% $50,001 – $99,999
- 27% $100,000 – $145,000
- 23% over $150,000

100% of George Fox traditional undergraduate students receive financial aid

Average financial aid package: $27,237

The average out-of-pocket cost to attend George Fox in 2020-21 is $17,770

The total average debt at graduation for our undergraduate students is about $15,000 less than the national average.

Average debt after graduation

George Fox $22,366
National average $37,172

2019-2020 Fundraising Highlights

- 415 students received $942,820 from donor-funded scholarships
- 422 development officer visits with friends and donors
- 58.5% increase in total gifts and pledges from FY19 to FY20
- Began hosting virtual events: book clubs, insider series, faculty presentations

3,187 Total Donors

1097 Alumni 34%
290 Current Parents 9%
489 Past Parents 15%
1056 Friends 33%
118 Foundations & Organizations 4%
32 Past Faculty & Staff 1%
81 Faculty & Staff 3%
719 Projects & Programs

Scholarships and Awards

$1,774,733
Student Fund/Unrestricted Giving $607,184
Capital Projects & Equipment $275,086
Projects & Programs $2,416,775

$5,073,781 Total gifts & commitments*†

Thank you to our generous donors!

* Gifts, pledges and new estate commitments † Total of 5,187 gifts and pledges

2020 President’s Report | 13
In response, the university advancement team launched the George Fox Gives campaign in order to bless our students during this very difficult time. We invited our constituents to give to the George Fox Student Fund and the Student Emergency Fund. Our community responded by giving over $147,000 in the month of April. Because of their generosity, 168 students received an award through the Student Emergency Fund, and 354 of our federal work-study students who lost their on-campus jobs received financial relief for their lost wages.

From a Student:

"Wherever you are and whoever you are, thank you for the help you provided. I was just having a conversation with my roommate about how doing selfless things for others creates a ripple effect that will carry on to many people. This financial help definitely started a major ripple effect and will continue to grow and reach many people."

– Andrea Glasgow, parent

From a Donor:

“When I read about the students who would be going home and needing support, there was a big tug! I kept thinking of several of our son Gabriel’s classmates who had to work and go to school, and how the world was now closed down due to coronavirus. While I don’t know these students, I do know that George Fox has blessed my son in the biggest way possible. He received a fabulous education but also an advanced study of God and a degree in self-confidence. I want all the students at George Fox to get through this hard time. I wish they could understand how important they are in the eyes of staff and donors. I also feel that these precious souls are like fireflies who, upon graduation, will spread the light and love of God into a very needy world.”

– Andrea Glasgow, parent

When George Fox students were sent home in March and employees began working remotely, more than 350 of our most financially vulnerable students — those that we employ through federal work-study — had lost campus jobs that support their education.

In addition, many of our students were experiencing unexpected financial hardship through the loss of off-campus jobs, costs to participate as a distance learner, unexpected travel costs and housing expenses, among other things.

We are grateful to the more than 500 donors that gave with their hearts to bless students with financial awards during a time of uncertainty and unprecedented circumstances. Personally, I was moved to tears after reading the many thank you letters that our students and families wrote to express their gratitude and share their stories of loss that the pandemic brought upon them, but also the stories of hope, inspiration and perseverance that were shared due to the financial relief that was afforded to award recipients. Thank you for the blessing you shared with our students in need!”

– Michael Reza, Vice President of Advancement

George Fox Gives to Support Students in a Time of Need

Students Supported:

168 through Student Emergency Fund

354 federal work-study students through the Student Fund

Amount Raised: $147,169

2020 President’s Report | 15
Faith transformation is the foundation for the educational experience at George Fox University. We believe that the Word of God is active and living, and essential to the spiritual growth that we desire in the lives of our students. Our commitment to walking with students through their spiritual journey is evident from the moment they set foot on campus.

The Life with God Bible
As students check in on Welcome Weekend, they receive The Life with God Bible, presented to them by alumni volunteers. This Bible has been edited by a team of biblical scholars who include prominent George Fox alumni Richard J. Foster ('64), Gayle Beebe ('81) and Howard Macy ('66). This is the primary text used in the Theology 101 class that all incoming freshmen are required to take.

As the placard on the inside cover says, “We pray that this Bible becomes the cornerstone of your George Fox University education and that, on this journey, you come to know the truth, do the good, cherish beauty, worship God, and receive his gifts.”

Truly, this is our prayer for the students in our community.

Faith Formation

Commencement
During commencement, graduates receive a beautiful, commemorative edition of the Book of Psalms. This unique gift will be something that draws them into the Word in a creative and unexpected way and again as they move into the world.

Bibles distributed for incoming students:
1,276
in fall 2019 and spring 2020

Bibles for graduates:
2,300


Amount Raised:
$72,011
for FY20 and $82,271 giving in all (44 donors, 26 households)

Receiving a Bible when I first checked in on Welcome Weekend was really significant to me because it imprinted on me that Fox was going to be a place where I would actively pursue knowing God and growing closer to him. Over halfway through my first semester, I believe more than ever that this is the ambition of George Fox: helping me to cherish my relationship with God through his Word. All of my professors have earnestly encouraged me in my pursuit of knowing God more fully.” – Sandor Eszenyi, Class of 2024

The Bible is the most important book a student should own. There is nothing more valuable in life than understanding God’s Word and his calling and direction. Since students arrive at George Fox with different needs and experiences, we were happy to contribute to the fund for Bibles.” – Roy and Cheryl Johnson, Class of 1965

As students arrive on campus for Welcome Weekend, they are given the gift of a gorgeous, leather-bound Renovaré Bible … and truly there is no better gift that this community could give them! This gift of a brand new Bible will open this new and transformational season of their lives. They will fill it with highlights and notes in their biblical studies courses, reflect on it in their Life Group Bible studies, and pour over it on a bench in beautiful Hess Canyon.” – Jamie Noling-Auth, Campus Pastor

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Volunteers are an important part of the George Fox community. Whether it’s volunteering on campus to support student success, sharing your life experience in the classroom or through an advisory board, or cultivating relationships with members of the broader community, there are many ways to make an impact.

If you’d like to learn more about what you can do to make a difference in our community, email alumni@georgefox.edu.

Through the Thriving Congregations Initiative, the Lilly Endowment selected George Fox University to invest in our commitment to supporting the vitality of congregations. George Fox faculty continues to develop and strengthen existing Christ-centered programs that equip congregations to explore and understand the rapidly changing contexts in which they minister, gain clarity about their own values and missions, draw on practices from their theological and ecclesial traditions and adapt their ministries to their changing contexts.

George Fox aims to help congregations:
- Strengthen their ministries to thrive and better help people deepen their relationships with God
- Enhance their connections with each other
- Contribute to the flourishing of their communities and the world

This unique work is committed to researching the obstacles specifically faced by congregations in the Pacific Northwest and address the challenges pastors and leaders face. In particular, this work nurtures how churches can more effectively:
- Recognize change in social and cultural contexts
- Exhibit clarity of mission
- Cultivate Christian practices

George Fox exemplifies the Quaker values of listening, moderated-dialogue, and consensus-building, and these values are essential to exploring and sharing our findings from this three-year Thriving Congregations Initiative.

The seminary is committed to the church and to doing all we can, not just to formally prepare persons for ministry, but to engage informally, outside of degree programs, with pastors and congregations. We want pastors and churches to see Portland Seminary and George Fox University as partners working together in the vineyard of God’s kingdom. The Thriving Pastors and Thriving Congregations grants creates those partnerships.”
- Dr. MaryKate Morse, Executive Dean of Portland Seminary

As pastors, we often feel isolated in our calling, overworked and many holding on by a thread. When Portland Seminary contacted me about being a part of the program, I was on the verge of burnout. Having gone through the program, I can definitively say that I have never experienced the kind of support, care, refreshment and generosity I experienced through the Pastoral Thriving Program. Thank you, Dr. [Tricia] Welstad, Portland Seminary and the Lilly Endowment for this life-changing opportunity for me and now for our church. God bless you!”
- Kenji Yokoi

It’s been a joy to connect volunteers with meaningful projects on campus and virtually this past year. Together, we are helping to create a stronger community for alumni and students. I’m so grateful for your service!
- Sara Reamy, Director of Alumni Relations
Endowment Report

George Fox University’s endowment consists of assets invested over the long term to provide permanent support for the university.

The endowment segregates investments into three main asset classes - equities, fixed income securities and real assets. The George Fox Board of Trustees establishes the rate of spending from the endowment. For fiscal year 2020, the distribution rate was 4%.*

*1% for underwater endowed funds)

The growing strength of George Fox’s endowment is possible due to our donors’ generosity and belief in our mission.

### Endowment Distribution Summary For Fiscal Years 2019/20 & 2020/21

<table>
<thead>
<tr>
<th>Type</th>
<th>FY2019/20</th>
<th>FY2020/21</th>
</tr>
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<tbody>
<tr>
<td>Scholarships</td>
<td>$506,905</td>
<td>$572,628</td>
</tr>
<tr>
<td>Other Restricted Funds</td>
<td>$144,553</td>
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</tr>
<tr>
<td>Other Unrestricted Funds</td>
<td>$35,713</td>
<td>$36,550</td>
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<tr>
<td><strong>Total Yearly Distribution</strong></td>
<td><strong>$687,171</strong></td>
<td><strong>$792,447</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Endowment</td>
<td>4%</td>
</tr>
<tr>
<td>Underwater Endowment</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Endowment Market Value

The Endowment Market Value has grown from $20,000,000 in FY12 to $25,000,000 in FY19.

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Provost

Melissa Terry  
Chief of Staff

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Provost

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Robert Harder, PhD  
Executive Dean, Industrial Enterprise

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Property & Casualty Risk Advisor with KPD Insurance

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Middle School English Language Arts Teacher, Valor Middle School

Jesse Cetz  
Young Life Leader, McKay High School, Salem

Ameena Bossier Djanga  
Technical recovery Analyst at Nike, Inc.

Lexi Hamaker  
Public Defense Investigator

Keith Merritt  
Consultant and Owner, COMPASS Consulting Group

Michael Peterson  
Account Executive at Viewpoint Construction Software

Anders Sorestad  
Deputy Clerk/Treasurer, City of Stevenson, WA

William Stevens  
Cyber Security and Software Sales

Alexandra Weatherford  
Founder and Designer for AlexandraKDesigns

Justin Weatherford  
Design Engineer, Harris Thermal Transfer Products

Marty Wynne  
Retired
Thank you!

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