

COUNT YOUR BLESSINGS

Ninth Annual Report President Harold B. Graves Jr. September 24, 2014

Chairman Dr. Roy Rogers, members of the Board of Trustees, Nazarene Bible College faculty, staff, and students; by the grace of God I submit to you my ninth annual report as President of Nazarene Bible College.

Johnson Oatman, Jr. was born to a devout Christian family in 1856. He was inspired by the faith of his father and studied for the ministry. He was ordained as a Methodist minister, but felt like preaching was not his calling.

He continued to pray and seek God's will for his life. Johnson Oatman, Jr. was thirty-six years old when he finally fulfilled the call of God into the ministry that God had chosen him for. The year was 1892 when Johnson took up his pen and began to write hymns. Within three years, by 1895, the world was singing hundreds of his songs, many of which continue to be among my favorites:

NO NOT ONE

There's not a friend like the lowly Jesus
No, not one! No, not one!
None else could heal all our souls diseases
No, not one! No, not one!

There's not an hour that He is not near us
No, not one! No, not one!
No night so dark but His love can cheer us
No, not one! No, not one!

Jesus knows all about our struggles
He will guide till the day is done
There's not a friend like the lowly Jesus
No, not one! No, not one!

HIGHER GROUND

I'm pressing on the upward way,
New heights I'm gaining every day;
Still praying as I'm onward bound,
"Lord, plant my feet on higher ground."

My heart has no desire to stay
Where doubts arise and fears dismay;
Though some may dwell where those abound,
My prayer, my aim, is higher ground.

Lord, lift me up and let me stand,
By faith, on Heaven's tableland,
A higher plane than I have found;
Lord, plant my feet on higher ground.

Johnson Oatman wrote an average of over two hundred gospel songs and hymns a year for over a period of twenty-five years. His total output reached past the five thousand mark.¹

Another Oatman favorite is the theme of this report.

Count Your Many Blessings

When upon life's billows you are tempest tossed,
When you are discouraged thinking all is lost,
Count your many blessings, name them one by one,
And it will surprise you what the Lord hath done.

Are you ever burdened with a load of care?
Does the cross seem heavy you are called to bear?
Count your many blessings, every doubt will fly,
And you will be singing as the days go by.

So, amid the conflicts, whether great or small,
Do not be discouraged, God is over all;
Count your many blessings, angels will attend,
Help and comfort give you to your journey's end.

Often we are tempted to focus on the challenges we face, the conflicts around us, the concerns we have, and the crisis of the moment. In doing so, we become discouraged and burdened. But the song reminds us to:

Count your blessings, name them one by one;
Count your many blessings, see what God hath done.

Author Og Mandino wrote, "Once you realize how valuable you are and how much you have going for you, the smiles will return, the sun will break out, the music will play, and you will finally be able to move forward the life that God intended for you with grace, strength, courage, and confidence".²

¹ 2012-11-02 / Other News8/18/2014 Stories Behind The Hymns | www.gaffneyledger.com | GaffneyLedger
<http://www.gaffneyledger.com/news/2012-11>

² Count your blessings. **Og Mandino** - See more at: <http://www.verybestquotes.com/20-best-count-your-blessings-quotes/#sthash.19kPyPaL.dpuf>

Time does not permit me to count every blessing Nazarene Bible College has enjoyed through the years. Certainly, God has been gracious and faithful in so many ways. In this report I will highlight three significant blessings: our purpose, our provisions, and our people.

WE HAVE A PURPOSE THAT COMPELS US

Since 1967, Nazarene Bible College has been determined to fulfill our mission of preparing men and women to evangelize, disciple, and minister to the world.

I am reminded of the words spoken by Dr. G. B. Williamson at the 1964 General Assembly of the Church of the Nazarene in Portland, Oregon. Dr. Williamson wrote in 1964, *“The Nazarene Bible College is needed to fill a great and not a diminishing need in the ranks of the Nazarene ministry and Christian workers.”*

How are we doing in fulfilling our purpose? We are providing a quality education for the men and women called by God to serve in Christian ministry. Our great joy is in preparing students for a life of service and leadership in a diverse world. Our alumni serve as associate pastors, pastors, evangelists, educators, counselors, district superintendents, and denominational leaders. They are a blessing to NBC, the Church, and the Christ they serve.

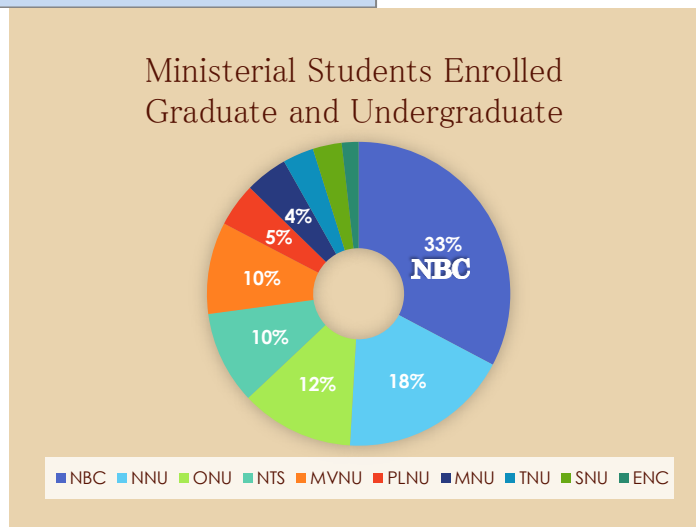
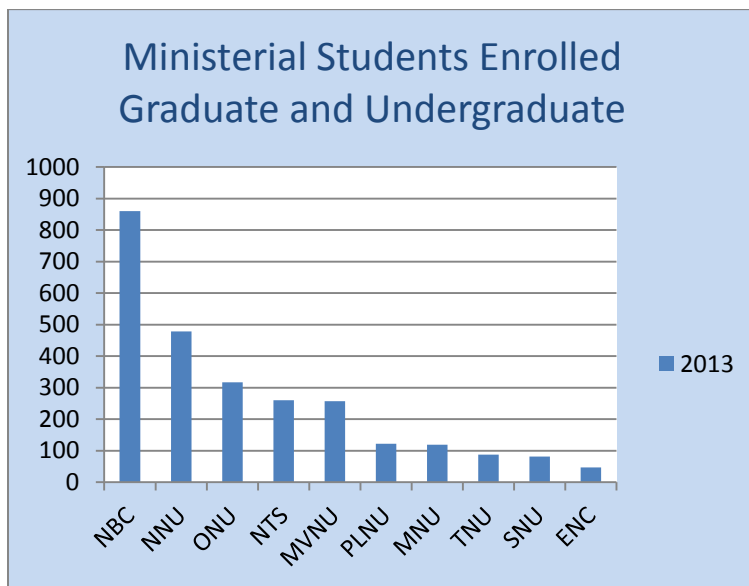
IPEDS is the Integrated Postsecondary Education Data System. It is a system of interrelated surveys conducted annually by the U.S. Department’s National Center for Education Statistics. Each year we receive an analysis of relevant information to the Nazarene institutions of higher education from the Church of the Nazarene International Board of Education office. The following statistics were taken from the 2013 IPEDS report.

During the 2013 academic year, NBC had the second most traditional undergraduate students indicating a Nazarene preference among the Church of the Nazarene USA colleges and universities. Along with Eastern Nazarene College, we were the only institution recording a gain in Nazarene students.

SCHOOL	2013	2012	Gain/Loss
Olivet Nazarene University	845	937	-92
Nazarene Bible College	719	694	+25
Southern Nazarene University	489	493	-4
Point Loma Nazarene University	465	488	-23
Trevecca Nazarene University	459	480	-21
Mount Vernon Nazarene University	459	459	0
Northwest Nazarene University	456	479	-23
MidAmerican Nazarene University	339	382	-43
Eastern Nazarene College	200	175	+25

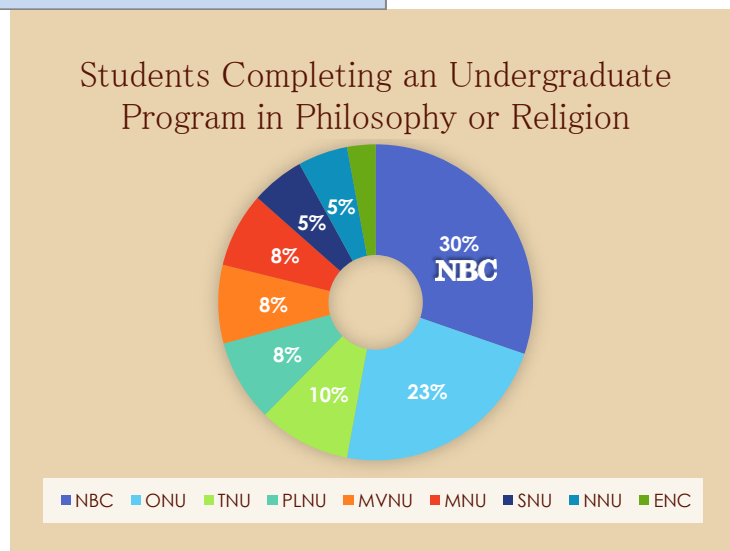
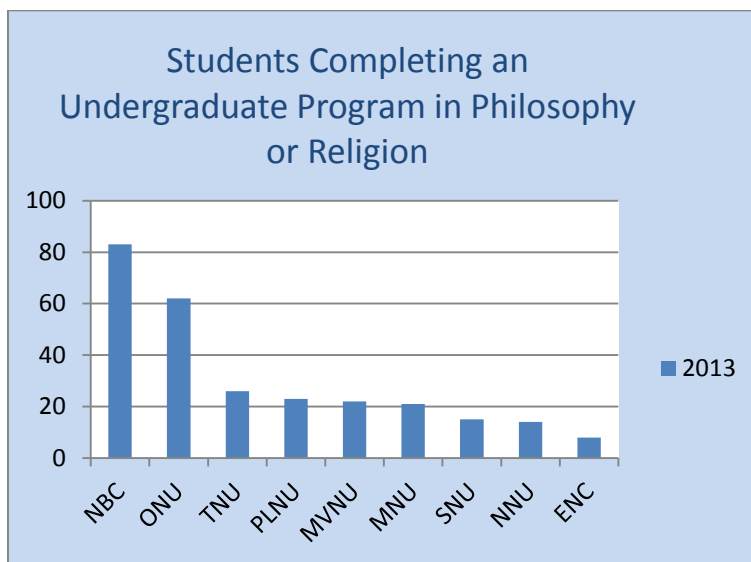
NBC had the most students enrolled in a ministerial program, at all academic levels among the USA Nazarene colleges and universities.

Nazarene Bible College	860
Northwest Nazarene University	478
Olivet Nazarene University	317
Nazarene Theological Seminary	260
Mount Vernon Nazarene University	257
Point Loma Nazarene University	122
MidAmerica Nazarene University	119
Trevecca Nazarene University	87
Southern Nazarene University	81
Eastern Nazarene College	47



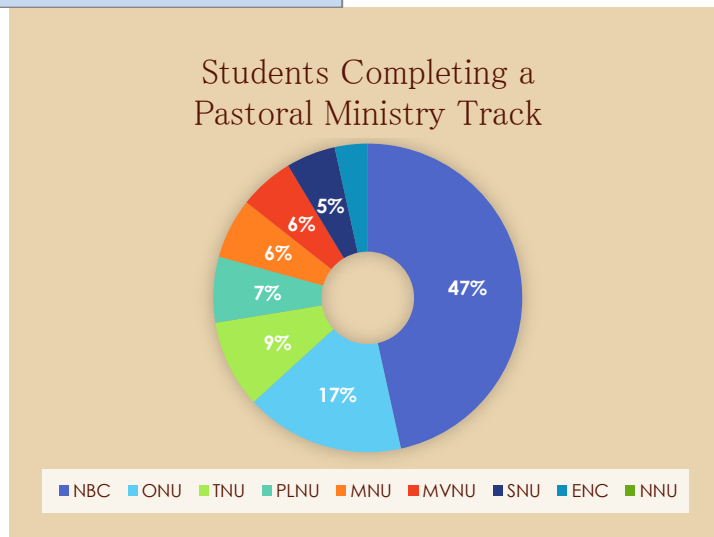
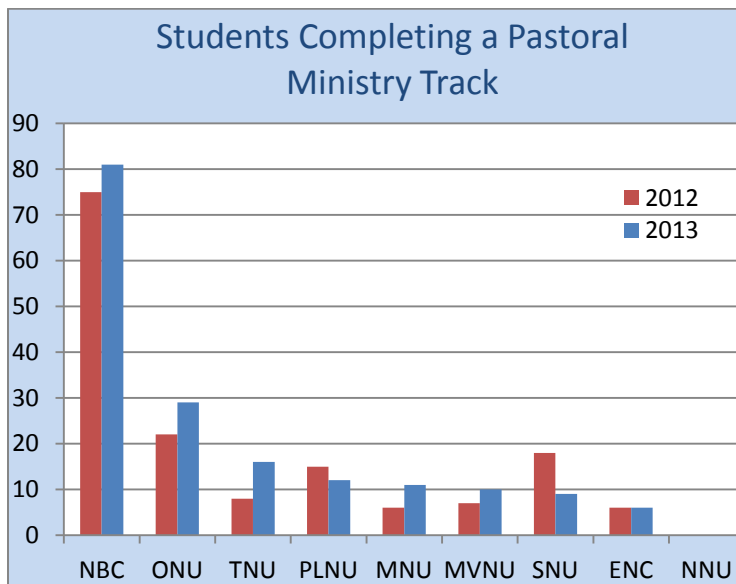
Once again NBC led the way among the Church of the Nazarene USA colleges and universities in having the most students completing a program in Philosophy and Religion:

Nazarene Bible College	83
Olivet Nazarene University	62
Trevecca Nazarene University	26
Point Loma Nazarene University	23
Mount Vernon Nazarene University	22
MidAmerica Nazarene University	21
Southern Nazarene University	15
Northwest Nazarene University	14
Eastern Nazarene College	8



Among the Church of the Nazarene USA colleges and universities students completing a program track in pastoral ministries in 2013, NBC had 47% of the total. In other words, NBC had a total of 81 students to finish a program leading to pastoral ministries and the eight liberal arts college and universities had a total of 93 for an average of 11.6 per institution.

	2013	2012	Gain/Loss
Nazarene Bible College	81	75	+6
Olivet Nazarene University	29	22	+7
Trevecca Nazarene University	16	8	+8
Point Loma Nazarene University	12	15	-3
MidAmerican Nazarene University	11	6	+5
Mount Vernon Nazarene University	10	7	+3
Southern Nazarene University	9	18	-9
Eastern Nazarene College	6	6	0
Northwest Nazarene University	0	0	0



We have collaborative partnerships in the United States and around the world:

- Alliance for Ministry Education – we provide oversight, curriculum, and support for ordination in the Church of the Nazarene to district ministry education centers across the United States.
- Pastoral Ministry Training in Spanish – NBC is the only Nazarene institution in the United States offering a bachelor's in pastoral ministry in Spanish. We also provide online support for the module course of study in Spanish.
- The Salvation Army – we have a growing relationship with the Western Territory of the Salvation Army and we are cultivating partnerships with the other three territories in the US.
- The Hong Kong Institute of Christian Counseling – we have been working with HKICC for several months in a partnership that would enable their students to complete a degree from NBC. I would ask you to pray that they will receive final approval from their government.

I am thankful for the strong leadership Dr. Alan Lyke is giving NBC as Vice President for Academic Affairs. Dr. Lyke is a blessing to this college. I have asked him to give a summary of his report to the Academic Affairs Committee as part of this report. (Addendum 1)

Nazarene Bible College is rarely recognized for our leadership role in preparing people for ministry in the Church of the Nazarene, but we are often replicated and relied upon.

WE HAVE PROVISIONS THAT SUSTAIN US

In our strategic plan we state that Nazarene Bible College will pursue opportunities to increase both enrollment and financial resources in order for the institution to maximize its potential for preparing women and men to minister in the church and the marketplace.

While our emphasis has been on building the enrollment, we have not neglected the challenge to understand and control our costs.

D. Michael Lindsay, President of Gordon College, said,

“Institutions that have thrived over the last few years have done so by growing themselves out of the (financial) problems. Enrollment growth. That is not a sustainable model because demographically the pool of the college-bound population is declining in the United States. So, there has to be a real attention to the financial model that sustains, that drives, the engine of higher education.”³

Building the enrollment has been a budgetary priority for us. We have made funds available for restructuring our enrollment management department, working with a nationally recognized enrollment management consultant, and implementing processes that are efficient and effective. The result was the largest number of new students in a

³ <http://pietistschoolman.com/2013/06/27/how-financially-sustainable-are-christian-colleges/>

decade. We are also giving attention to retention which is a common problem for institutions such as NBC.

As we seek to pursue opportunities to increase enrollment we recognize that enrollment growth alone will not satisfy financial restrictions, but it is an integral part of sustainability. We must also focus on systematic cost reduction in order to remain competitive and sustainable. We do this by identifying priorities and using assets strategically.

Larry Ladd, Director, National Higher Education Practice, wrote, “Given today’s competitive environment, colleges and universities need to think about how their financial and physical assets can best be aligned to achieve the institution’s strategy.”⁴

We have been blessed with a beautiful campus that is debt free and has been properly maintained. Last year the Board of Trustees approved the plan to leverage our vacant land to offset the projected liability in our pension program. This move satisfied the only liability the college carried.

Mrs. Shirley Cadle, Vice President for Finance, is giving effective and efficient leadership in managing the budget as we have sought to focus on systematic cost reduction. Mrs. Cadle is a blessing to this college. I have asked her to present a summary of her report to the Finance Committee. (Addendum 2)

WE HAVE PEOPLE WHO INSPIRE US

People are the key to the success of Nazarene Bible College. We are inspired and motivated by our administrators who lead, our faculty who teach, our staff who serve, and our students who sacrifice.

It is the commitment of our people that enables us to overcome the challenges before us. One writer says: “You have to do what others won't. To achieve what others don't.”⁵

This can be said of our students, faculty, staff, and administrators. Everyone is important. Everyone plays a part in our success. Christine Todd Whitman reminds us: “Anyone who thinks that they are too small to make a difference has never tried to fall asleep with a mosquito in the room.”⁶

So what are the challenges we face? In this report I will identify three.

⁴ <http://www.gt.com/staticfiles/GTCom/Health%20care%20organizations/On%20Course%20-%20Dec%2011%20-%20FINAL.pdf>

⁵ Riebe, Wolfgang. “100 Quotations to Make You Think!” iBooks.

⁶ <http://www.brainyquote.com/quotes/quotes/c/christinet185523.html#rtgJv8SbMPusloMQ.99>

- **Making education accessible and affordable for all.**
NBC has been a leader among Nazarene institutions in making education accessible. Through the years we have offered distance education in district centers and we were the first Nazarene institution to offer online classes. A college education is increasingly unaffordable for many students. We are aware of this trend and we are doing our best to keep costs as affordable as possible. I am pleased to say that we did not increase tuition this year. We are committed to making education accessible and affordable.
- **The dilemma of the digital age.**
Troy Kay, Senior Manager, Deloitte Canada warns,
“Students that have grown up using online social networking sites expect certain standards of interaction from their providers, including their schools. Universities and colleges that fail to provide students with intuitive online systems to streamline registration, enrollment, identity management and payment run this risk of increasing churn due to rising user dissatisfaction. Similarly, schools that have not yet embraced online forms of communication – including Facebook and Twitter – are losing a critical opportunity to build student loyalty and cement long-term relationships.”⁷

Larry Ladd writes,

“The biggest changes in higher education will be technological. Technology continues to transform how students learn and how institutions are managed. In 10 years, the university will be a dramatically different place from the one it is now. In fact, it may not really be a place — at least not a physical place — at all.”⁸

Ladd then mentions ways in which the educational landscape will change:

- Distance education will become typical rather than supplemental.
- Cloud-based computing will become the norm for both academic and administrative IT functions.
- Information will become more accessible, especially on mobile devices.

Our IT Department, led by Mr. Fred Phillips, is the most creative, efficient, and effective team any college could hope for. Time does not permit me to list all that they do, but I can say without reservation they make our digital world spin. Mr. Phillips is a blessing to this college.

⁷ http://observgo.uquebec.ca/observgo/fichiers/75871_making-the-grade-2011.pdf

⁸ <http://www.gt.com/staticfiles/GTCom/Health%20care%20organizations/On%20Course%20-%20Dec%2011%20-%20FINAL.pdf>

- **The increased competition for a diminishing pool of potential students.**
 “There have been numerous reports demonstrating the shifting trends in age among students beginning undergraduate and graduate programs in America. According a 2002 National Center for Education Statistics (NCES) report, nontraditional students make up 73 percent of all students enrolled in undergraduate programs, and 39 percent of all undergraduate students are 25 years or older. Not only does this report indicate that nontraditional students already make up the majority of all postsecondary institutions, but a study conducted by the Western Interstate Commission for Higher Education indicated that after 2008, the number of high school graduates will decline until 2015, which means increased competition for undergraduate institutions seeking to maintain or increase the number of newly enrolled students. **This expected decline in the number of prospective traditional college students may mean that institutions will make up for this decline by making a stronger effort to target nontraditional students.**”⁹

“The long enrollment boom that swelled American colleges — and helped drive up their prices — is over, with grim implications for many schools. College enrollment fell 2 percent in 2012-13, the first significant decline since the 1990s. The college-age population is dropping after more than a decade of sharp growth, and many adults who opted out of a forbidding job market and went back to school during the recession have been drawn back to work by the economic recovery.”¹⁰

Against this backdrop we have worked diligently to restructure and revitalize our enrollment processes so that we are successful in the recruitment and retention of students. In June, Dr. Laurel Matson retired as Vice President for Enrollment Management. We are thankful for the years of faithful and fruitful service of Dr. Matson. By action of the Board of Trustees, Dr. Matson was designated Vice President Emeritus.

Dr. David Church assumed leadership of our Enrollment Management Team in July. During the past 18 months he served alongside Dr. Matson as they restructured our Enrollment Management Department with counsel of the Dysart Group. We have seen a seamless transition from Dr. Matson to Dr. Church. I am most pleased with the leadership experience and expertise of Dr. Church. Dr. Church is a blessing to this college. I have asked Dr. Church to present a summary of his report to the Enrollment Management Committee. (Addendum 3)

⁹ <http://consulting.aacrao.org/publications-events/publications/changing-demographics-why-nontraditional-students-should-matter-to-enrollment-managers-and-what-they-can-do-to-attract-them/>

¹⁰ <http://www.nytimes.com/2013/07/26/education/in-a-recovering-economy-a-decline-in-college-enrollment.html?pagewanted=all>

I want to thank Mrs. Cadle, Dr. Church, Dr. Lyke, and Mr. Fred Phillips for their commitment and friendship. They are giving outstanding leadership in serving Nazarene Bible College. I am reminded of a quote I read: "I've learned that the easiest way for me to grow as a person is to make sure that I surround myself with people smarter than I am."¹¹

CONCLUSION

Ralph Marston wrote: "Every positive thing in your life represents a single unique blessing. Every negative thing in your life has the opportunity to become a double blessing. For when you turn a negative into a positive, you gain twice. You are no longer burdened with the negative situation, and in addition to that you are strengthened by a new positive force."¹²

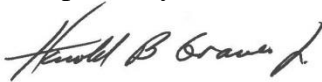
I conclude this report with a song of gratitude in my heart. It has been an incredible honor to have spent the last eight years of my life serving Christ and others through the ministry of Nazarene Bible College. This past year I have traveled 60,000 miles representing NBC at denominational gatherings, educational meetings, and speaking engagements. This summer I attended 15 district assemblies, two PALCONS, and spoke at a campmeeting. It is always encouraging to meet our alumni, current students, and adjunct faculty at these gatherings. It truly broadens my understanding of the reach and significance of Nazarene Bible College.

I am blessed to have a supportive and loving partner in ministry. On June 15, 1974 I received the greatest gift in my life when Cheryl Collins said "I do." It has been a 40-year journey of sharing life and ministry. It has not always been an easy journey, but it has been a blessed one. Cheryl, you are my best friend, my closest colleague, and my wisest confidant.

In closing I remind us all to:

Count your blessings instead of your crosses; Count your gains instead of your losses.
Count your joys instead of your woes; Count your friends instead of your foes.
Count your smiles instead of your tears; Count your courage instead of your fears.
Count your full years instead of your lean; Count your kind deeds instead of your mean.
Count your health instead of your wealth; Count on God instead of yourself.¹³

Respectfully submitted,



Harold B. Graves Jr.
President

¹¹ Riebe, Wolfgang. "100 Quotations to Make You Think!." iBooks.

¹² <http://www.verybestquotes.com/20-best-count-your-blessings-quotes/#sthash.19kPyPaL.dpuf>

¹³ <http://www.verybestquotes.com/20-best-count-your-blessings-quotes/#sthash.IJ4oaiJW.dpuf>

Addendum 1

Alan D. Lyke
Vice President for Academic Affairs

Academic Affairs at Nazarene Bible College fulfills the purpose that compels us by centering on one goal:

Improve Student Learning

Everything we do from course development to program planning to teaching courses to grading homework is designed to improve our students' learning experiences, because we believe that the more our students learn the more effective they will be as they evangelize, disciple, and minister to the world.

So, Academic Affairs at NBC begins with our students. To paraphrase the great theologian, Johnny Cash, our students are from:

Boston, Charleston, Dayton, Louisiana,
Washington, Houston, Kingston, Texarkana,
Monterey, Faraday, Santa Fe, Tallapoosa,
Glen Rock, Black Rock, Little Rock, Oskaloosa . . . ¹⁴

You get the idea. NBC's student are from all over the US, and some from overseas, but wherever they are and wherever they take our classes they all have one purpose: it is that purpose that compels us.

While Academic Affairs at NBC begins with our students it is sustained by our faculty. Over 100 qualified, credentialed, experienced men and women serve as adjunct instructors for the college. Those instructors are mentored and monitored by nine resident faculty members, who serve as the guides and guarantors of our academic programs and offerings. Individually and collectively, all of NBC's faculty join in pursuing Academic Affairs' goal to improve student learning while fulfilling the college's one purpose: the purpose that compels us all.

Next, as the students are served by the faculty so the faculty is served by a team of men and women who support every aspect of Academic Affairs' efforts to improve student learning. We added four new members to the team this year and are grateful for the dozen or so "veterans" who continue to help make this facet of the college the effective support team it is. Through writing code to editing documents to arranging schedules to assisting students, the team supports our goal of improving student learning by pursuing the one purpose that compels us all.

¹⁴ <http://www.azlyrics.com/lyrics/johnnycash/ivebeeneverywhere.html>

Finally, this is my second report to the Board of Trustees and to the college as the Vice President for Academic Affairs. In the past two years we have reorganized our structure, unified the oversight of the face-to-face and online campuses, distributed and delegated responsibilities, and empowered those with increased responsibilities with corresponding authority. While we are still fine tuning our realignment, the transition has already strengthened our ability to improve student learning and to better fulfill the one purpose that compels us all: to prepare adults to evangelize, disciple, and minister to the world. Thanks for the opportunity to do so.

Addendum 2

Shirley A. Cadle
Vice President for Finance

In deference to the theme of the President's Report, I am beginning my report, "Sing unto the Lord a new song". In many ways things have been "new" this past year at Nazarene Bible College.

During 2013-2014 we rolled out the Hispanic Ministries Program we had tested the previous year. We also saw the first year of our Associate of Arts in General Studies. This involved working directly with traditional-aged students for the first time in our history.

2013-2014 saw a retirement of five employees with a combined total of eighty-three years of work experience with NBC. This opened the door for some "new" opportunities. Six of our twelve directors are new to their positions. Five of those were promoted from within. Three of the five members of Cabinet have been in place less than three years. We have seen an addition to our Instruction team of a Director of Hispanic Ministries and a Program Director. In fact, for various reasons, almost every department has seen at least one new face.

During the past year we have changed our mindset from waiting for those who are called to ministry to contact us to contacting those who are called. Truly a "new" way of thinking for Nazarene Bible College! Our dedication to this transition was reflected in dollars as we hired an enrollment consultant to help us with this change.

Perhaps the biggest change of all was the conversion from being almost two unique colleges – online and on campus – to one college with two delivery systems. It is typical to pull together a complete team when starting a new program as Nazarene Bible College did when starting our online program. Once that online program was established, we needed to blend that team back into the whole. We have been working on this for awhile and completed the process this past year.

This year we were involved in the practice of discounting, familiar to other colleges, but new to NBC. Discounts were given in a range of \$50 to \$125 per credit hour based on grade point average. Even after discounting we were approximately \$60,000 ahead of last year in tuition revenue from degree students. We had new sources of revenue from the AA-GS and Hispanic programs and a new rate for our MPP students. Both of our new programs made positive contributions to the bottom line. The Nazarene Global Ministries Center and the U.S.A./Canada Region provided additional funding for Operations, Alliance for Ministry Education, and Capital. The Capital funding allowed us to reroof Strickland Chapel & Conference Center and do some siding work. We are scheduled to resurface the parking lot within the next 30 days. In addition, we had a second year of favorable gains in the market.

The Statement of Financial Position shows an increase in all assets except property, plant and equipment over the prior year. We were blessed with a new \$100,000 endowment from the Ellis Family Trust, which was allowed to be management classified. This, and other endowed contributions, increased our Endowment Basis from \$1.64M in 2013 to \$1.76M in 2014. Temporarily Restricted for Scholarships funds also increased from last year allowing us to provide more scholarships in the next two years.

The Defined Pension Liability on the Statement of Financial Position is \$2,986,257. This is an increase of \$50,000 over the prior year. The Board recommendation is that the asset of Land Held for Investments be considered an offset of the Defined Pension Liability. The land is reported at \$3.28M and continues to exceed the posted liability.

The summary of the past year is good news. The audited Financial Statements show a gain of \$12,913 from Operating Activities. The bottom line shows a net increase of \$129,751 over last year.

The summary of the current year is also good news. The “new” fiscal year budget reflects the impact of those new changes previously mentioned. Two years ago our budget was based on 12,500 billable hours with a projection of 10,000. This year we have a balanced operating budget based on 10,000 billable hours. In this year’s budget we have reduced Operating Compensation by \$48,000. We concluded a consulting contract resulting in significant savings as we continue to implement recommended changes under the direction of the Cabinet. The budget does reflect a noticeable increase in Instruction expense. This is result of adding a second year cohort to the AA-GS program and is offset by anticipated revenues from this addition. We are also encouraged by the letter from the Global Ministries Center that our WEF funding will continue at last year’s increased rate.

Let me conclude:

Oh sing to the Lord a new song!
Sing to the Lord, all the earth.
Sing to the Lord and bless His name.

Addendum 3

David M. Church Vice President for Enrollment Management

Today, I bring my first report to the Nazarene Bible College Board of Trustees. However, in a very real sense this is not my report because for the past year the Enrollment Management department has been directed by a servant leader with almost 50 years of experience. Dr. Laurel Matson retired 1 July, 2014 after serving NBC for 13 years. His wisdom and experience have shaped the collegial work environment, established the office procedures, and even set a new record or two in the last twelve months. It is my pleasure to report for him and a host of great NBCer's who are helping future NBC graduates find and do God's will.

2013-14 Enrollment Management Results

NBC "exists to glorify Jesus Christ by preparing adults to evangelize, disciple, and minister to the world." The following statistics are provided as a partial representation of the Lord's blessing on NBC and the hard work of the EM department. Please review these results in the light of our mission. The 2013-14 year end results vs. 2012-13:

1. Inquiries up 16%
2. Applications up 89%
3. New student enrollment up 27 %
4. New degree student enrollment up 47% (largest # in at least 15 years)
5. Summer degree enrollment up 58%

2014-15 Looking Forward

The EM leadership group has identified four specific strategies that can help us better fulfill our mission. I would like to take a minute to highlight the fourth strategy.

The Salvation Army (TSA)

This year the strategic partnership with TSA has taken a new "game-changing" turn. NBC has just been designated as the "College of Choice" for all TSA Western Territory officers. It is currently anticipated that this arrangement will bring 40-50 new students in the spring term of this year and subsequent spring terms. Each officer will then be "expected" to complete his/her bachelor's degree at NBC. We are celebrating God's gracious gift and exploring additional opportunities to be of service to TSA in the USA and abroad.

Summary

God's blessing has been tangible in the Enrollment Management department this year, and we give Him all of the credit, honor, and glory. We are breathless with anticipation as we work and wait to see what He has in store for this year. You can be assured that your Enrollment Management department will be engaged in creatively exploring

opportunities, diligently following up on prospective students, and seeking to provide resources for successfully equipping the "called ones."