

**COUNT YOUR SURPRISES**  
**Report of the President**  
**April 3, 2008**

Chairman Pro Tem Roy Rogers, Trustees and spouses, fellow cabinet members, distinguished faculty, faithful staff, students, and friends of Nazarene Bible College. *“We ought always to thank God for you, brothers (and sisters) loved by the Lord, because from the beginning God chose you to be saved through the sanctifying work of the Spirit and through belief in the truth. He called you to this through our gospel, that you might share in the glory of our Lord Jesus Christ”* (2 Thess. 2:13-14 NIV).

Dr. J. I. Packer wrote in the March 2008 issue of Christianity Today, *“The high spots of my life present themselves in retrospect as a series of surprises – happy surprises, from the hand of a very gracious God.”*

In this report, I will give an account of the work of Nazarene Bible College in the past year. It represents the collective effort of the special people who have devoted themselves to the significant purpose of this college. In retrospect, it is a narrative of “happy surprises from the hand of a very gracious God.”

**Nazarene Bible College is a sacred place, sanctified by God, and set apart by the Church.**

**EXHIBIT ONE – Satellite View of Campus**

Since 1967, the college has set upon this holy hill, in the shadow of majestic mountains, and in the midst of a growing city to fulfill a divinely ordained mission. Through the years, students have heard the call of God, pulled up stakes, and moved to this sacred place to prepare for the calling upon their lives. This past year, administrators visited 55 district assemblies in the United States. We were inspired by alumni describing their NBC experience. It was a story of “happy surprises from the hand of a very gracious God.” Only eternity will reveal the spiritual impact this sacred place, set on this holy hill, has had upon the Church that set us apart as a professional school of Christian ministry.

**EXHIBIT TWO – Satellite View of United States**

In 1983, the college developed a contextual educational program which focused on training multicultural ministerial students who could not attend a traditional college. This innovative program, now called the Alliance for Ministry Development, was the beginning of a new paradigm for the college. The reach of an NBC education was not limited to the Colorado Springs campus as extension sites sprung up across the country. By 1986 – 87 extension education centers, no longer limited to multicultural ministerial students, were offering NBC college credit given “on the spot” to students who had never been to the campus in Colorado Springs.

By 1999, the extension centers had become an accreditation liability for the college, and the decision was made to discontinue NBC credit “on the spot” in favor of a portfolio system for academic recognition. It is difficult to gather definitive data determining the impact extensions had on campus enrollment. However, we can conclude that extension education was the beginning of distance education for NBC.

In 1998, NBC launched online education. This innovative program filled the gap left by the decision to limit distance education to a portfolio system and continued a distance education paradigm that commenced in 1983.

### **EXHIBIT THREE – Location of World Students**

Today, Nazarene Bible College continues to expand its influence from coast to coast, border to border, and beyond. We have students in Canada, England, Europe, Ethiopia, India, Indonesia, Israel, Saudi Arabia, South Africa and Zambia. Additionally, we have students sitting in our classes from Caribbean Nazarene College in Trinidad; European Nazarene College in Busingen, Switzerland; Crossroads College Rochester, MN (Christian Churches/Churches of Christ); Free Will Baptist Bible College – Nashville, TN (National Association of Free Will Baptist Colleges); Trevecca Nazarene University; and Wesley College, Florence, MS (Congregational Methodist – Wesleyan/Arminian).

### **EXHIBIT FOUR – Map of Online Students in the United States.**

This year, we have a record enrollment of 958 students. This includes 603 in our degree programs and 355 in the Ministry Preparation Program. This is the largest enrollment in degree programs since 1978 and the largest enrollment since we instituted the four year Baccalaureate program in 1991. This fall, we had the first enrollment gain on the Colorado Springs campus since 1995. As the leader of this college, I have not given up on the vision of a vibrant, effective, and growing campus community.

### **EXHIBIT FIVE – Enrollment Chart**

The reality that Nazarene Bible College has expanded its reach and influence beyond Colorado Springs does not lessen the sacredness of this place, sanctified by God, and set apart by the Church. It simply means that our mission is not limited by space, time, or potential.

This has been a year of “happy surprises from the hand of a very gracious God.”

**Nazarene Bible College has a distinctive, definitive, and developed purpose that drives us forward.**

### **EXHIBIT SIX – Purpose Statement**

Our statement of purpose recognizes and articulates the distinctive nature of our mission.  
*“Nazarene Bible College exists to glorify Jesus Christ as Lord by preparing adults to evangelize, disciple, and minister to the world.”*

## **EXHIBIT SEVEN – FedEx Symbol**

Have you noticed how things are at times hidden in plain sight? Take FedEx for instance. What do you see? Hidden in plain sight is an arrow in the FedEx logo.

According to Federal Express spokesman Jess Bunn, *“The arrow was intentional as a secondary design element. The arrow is intended to communicate movement, speed and the dynamic nature of our company, and ... we know how to connect our customers in the new global economy”* (Cincinnati Enquirer).

## **EXHIBIT EIGHT – Purpose Statement**

The word “adults” is often hidden in plain sight. NBC is an adult institution of higher education. The average age of our student is 39 years.

## **EXHIBIT NINE – Enrollment by Age**

The current enrollment, by average age, reveals that only 2.2% of our students fit the traditional college age profile. Certainly, this makes a convincing argument for consistency of purpose. We are an institution, *“preparing adults to evangelize, disciple, and minister to the world.”*

To be effective in fulfilling our purpose as an institution, we must provide adults with an education that is **accessible, affordable, accountable, and adaptable.**

### **Accessibility**

Accessibility has been in our DNA since our conception. Dr. G. B. Williamson emphasized the need for a Nazarene Bible College when he said, *“A Bible college is needed to serve a segment of our youth and young adults which will not be reached by the present educational program.”* Perhaps Dr. Williamson was suggesting that a liberal arts education was not for everyone and was not available to all who felt a call to Christian ministry. Through the years, NBC has remained true to its purpose of making education accessible to adult students.

In January 2008, Dr. Jay Klagge, Associate Vice President for Institutional Research at the University of Phoenix, consulted with the NBC Defining the Future Task Force. The University of Phoenix surveyed 25,000 adult students on what they preferred in working toward their degree. The top 3 responses were:

- Reasonable completion time
- Convenient time and location
- Real-world faculty

It was interesting to note that accessibility was a priority to the adult students surveyed by the University of Phoenix.

## **EXHIBIT TEN – Enrollment Chart**

A key component of accessibility is innovative programs. Innovation has been a significant factor in our growth as an institution. Online education increased enrollment 53% between 1998 and 2005. In 2006, we added the Ministry Preparation Program and the Advantage Degree Completion Program, and enrollment increased 51%. In total, the three innovative programs have made education accessible to more people, in more places, at more times, while increasing enrollment by 58%.

Accessibility and innovation compliment one another. It is nearly impossible to be accessible without being innovative.

### **Affordability**

In 1964 Dr. G. B. Williamson made this statement to the General Assembly of the Church of the Nazarene, *“There is a group who are excluded because of the ever-mounting cost of a college education, even in the Church of the Nazarene.”* I suggest Dr. Williamson was referring to the cost of a Nazarene liberal arts education.

Nazarene Bible College has worked diligently to keep tuition as low as possible. Due to the broad support of the Church of the Nazarene, we are able to keep the tuition substantially lower than tuition at other private colleges and universities.

Our tuition is below the mean among colleges of the Association for Biblical Higher Education. When compared to Nazarene Liberal Arts Colleges and Universities, our tuition is \$10,000 a year less.

This year, we are proposing a tuition increase of 3.8%, which is the smallest increase in 19 years. The tuition rate will go from \$265 a credit hour to \$275 an hour. We are committed to keeping an NBC education affordable by controlling costs, increasing scholarships, and raising endowments.

### **Accountability**

NBC is accountable to the Church of the Nazarene, the Board of Trustees, and the associations of accreditation.

The elected Board of Trustees represents the interests of the Church of the Nazarene and provides institutional governance and support. We are thankful for the encouragement, guidance, and leadership the Trustees give to NBC.

Nazarene Bible College is accredited by the Higher Learning Commission, a commission of the North Central Association of Colleges and Schools, and the Commission on Accreditation of the Association for Biblical Higher Education.

Accreditation is the primary means by which colleges assure quality to students and the public. Accreditation is required for access to federal funds such as student aid and other federal programs. Accreditation engenders private sector confidence in the institution. Accreditation is important to students for a smooth transfer of courses and programs among colleges and universities (CHEA Handbook: An Overview of U. S. Accreditation, Judith S. Eaton).

In 2007, NBC received renewal of accreditation for ten years with the Commission on Accreditation of the Association for Biblical Higher Education.

We are in the beginning stages of preparing a self-study for the renewal of our accreditation status with The Higher Learning Commission. Dr. Don Stelting is once again chairing this process. I believe we are in good hands.

### **Adaptability**

We live in a changing world. Thomas Friedman gives us insight into the changes that impact our culture in his book The World is Flat 3.0. *“In 1991 the World Wide Web debuted, instantly bringing order and clarity to the chaos that was cyberspace. Within five years, the number of Internet users jumped from 600,000 to 40 million. This development, wired the whole world together.... In 2004 more than 2 million children aged 6-17 had their own Web site. 29% of kids in grades K-3 had their own e-mail addresses. While the Web isn’t everywhere it is in all the flat places, and the flatness is spreading fast.”*

We live in a changing culture. In The Shaping of Things to Come, authors Michael Frost and Alan Hirsch write, *“A church that is Missional makes mission its priority and perpetually asks itself what has God called us to be and do in our current cultural context.”*

David P. Gushee, Baylor University Press, gives insight into our current cultural context in an article entitled “Post-Christendom Christianity,” posted on the Associated Baptist Press website, October, 4, 2006. He suggests, *“The claim that the United States is shifting into a post-Christendom phase is articulated as an observation of reality. This observation is supported by a variety of evidence. The claim is that we are moving to a society that is post-Christian. Whether it will turn out to be characterized by an established secularism or a multi-hued religious pluralism remains to be seen.”*

How we adapt to the changing world and our changing culture will greatly influence our future. If we are slow to adapt to these changes, we will face an uncertain future. Dr. Jay Klagge, said, *“Organizations that don’t adapt to their environment will cease to exist.”*

What is our environment? Eighty-two per cent of our students are affiliated with the Church of the Nazarene.

Dr. Ken Crow recently met with the Defining the Future Task Force. He made the following observations:

- The “shortage” of Nazarene pastors is greatest in the churches with fewer than 50 participants, and 41% of Nazarene congregations in the U.S. are in this category.
- The financial viability of small congregations is an issue facing the Church of the Nazarene in the U.S. when 70% of our churches average less than 100 in attendance on a Sunday morning.
- In 2001, 31% of all Nazarene pastors in the United States had a salary and benefits package lower than the poverty level.

How will we adapt to these changing realities?

**First, we begin by strategically envisioning ministry in the year 2020.**

- What will the U.S. Church of the Nazarene look like in 2020?
- What will ministry in the U.S. Church of the Nazarene be like in 2020?
- Will the Church raise up a generation of ministers specifically called for these ministry settings?
- Will we educate and resource dual-career ministers for the Church?
- Will we educate and resource lay ministers serving churches in settings where they have already established another vocation?
- In view of a changing society, will we discover creative ways to access the culture?
- Will the Christendom model of attractional ministry be effective in a post-Christian culture?
- Will NBC be equipped to strategically prepare adults to evangelize, disciple, and minister to a post-Christian culture?

It is crucial for an institution with the purpose of preparing adults to evangelize, disciple, and minister to the world to have a strategic vision for what future ministry will look like.

**Second, we adapt to our environment with a continued emphasis on strategic innovation.**

Friedman further suggests that successful companies live by these rules in a flat world:

1. *Whatever can be done will be done. The only question is whether it will be done by you or to you.*
2. *Because we are in a world where whatever can be done will be done, the most important competition today is between you and your imagination.*

**EXHIBIT ELEVEN – Elvis and “He Touched Me”**

When the college was founded in 1967, the mode of listening to music was the phonograph or record player. If you had a desire to listen to Elvis Presley sing “He Touched Me,” you would cue it up and listen to the LP on your phonograph.

In the 70’s you would listen to Elvis sing “He Touched Me” on your new 8 Track player.

In the 80’s you would have moved up to the cassette player.

In the 90’s you would listen to Elvis and “He Touched Me” on a Compact Disc player.

Today, you would go to I-Tunes and download Elvis and “He Touched Me” to your I Pod.

Since 1967, the music and the message remain the same, but with each innovation in technology the delivery system has dramatically improved the quality of our hearing the music.

Today, the phonograph and LP are collector's items, the 8 Track is in a museum, the cassette is fading fast, and the CD is a bit cumbersome for today's youth.

In our world, strategic innovation is optional only if you are comfortable becoming a collector's item or a display in a museum.

### **Third, we adapt to our environment by strategic collaborations.**

Thomas Friedman writes, *"The best companies are the best collaborators. In the flat world, more and more business will be done through collaborations within and between companies."*

In October 2006, a Missional Review Team from the Church of the Nazarene International Board of Education made a visit to our campus. Dr. Filimao Chambo, Regional Education Coordinator for the Africa Region, was a member of that team. He expressed interest in online education in Africa.

During the Global Theology Conference in Holland, Dr. Chambo arranged a meeting with Principal Mashangu Maluleka and Academic Dean Dr. Anna-Marie Lockard of Nazarene Theological College in Johannesburg, South Africa; Dr. Stelting; and Dr. Phillips. They invited Dr. Phillips to conduct an online workshop for NTC administrators and faculty. In July 2007, we entered into a collaborative partnership with NTC and helped them gain accreditation with the South African government to offer a Bachelor of Theology degree through distance education.

Dr. Phillips and I recently returned from a trip to NTC where I spoke at the commencement, and we met with their Board of Trustees. While in South Africa, Dr. Chambo took Dr. Phillips to Swaziland for a meeting with the Teachers College, the Nursing College, and the Theological College. They are dreaming of expanding through online education.

I thank God for this partnership and the opportunity to serve the Church of the Nazarene in Africa.

In the fall of 2007, Dr. Phillips and I traveled to Trinidad and met with the administrators and faculty of Caribbean Nazarene College. I had the privilege of speaking at their first faculty retreat in several years. We have had a collaborative relationship with them for some time. Presently, they have 50 of their students sitting in NBC classes.

We met with some of those students as they sat in the common area with their laptops. Some were surfing *YouTube*, some were playing music, some were looking at digital pictures downloaded to their computer, and some were actually studying. *"While the Web isn't everywhere it is in all the flat places, and the flatness is spreading fast."*

Although time does not permit me to elaborate, we have also developed collaborative relationships with Olivet Nazarene University, Trevecca Nazarene University, the Salvation Army, and NewStart Ministries.

I am so humbled to think of how God is using Nazarene Bible College around the world.

While in Africa, we were reminded of this proverb:

*If you want to travel fast...go alone.  
If you want to travel far...go together.*

**At the close of the day, it is an extraordinary community of faith that makes Nazarene Bible College the effective, efficient, and exceptional place that it is.**

I am grateful for the devoted cabinet and administrators, a distinguished faculty, a dedicated staff, and a determined student body. You are truly an extraordinary community of faith, and I am thankful to serve alongside of you.

#### **EXHIBIT TWELVE – Fiddler on the Roof Cartoon**

Albert Hirschfeld, an American caricature artist, was especially known for his drawings in The New York Times that portrayed show-business personalities. Hirschfeld was noted for writing his daughters name in every cartoon. Here we find his cartoon of Fiddler on the Roof. Hidden in plain sight on the sleeve of Tevye is the name “Nina”.

I am reminded of the words of the Apostle Paul, “*You yourselves are our letter, written on our hearts, known and read by everybody. You show that you are a letter from Christ written not with ink but with the Spirit of the living God, not on tablets of stone but on tablets of human hearts*” (2 Cor. 3:3).

Blessings are often hidden in plain sight, and as Packer suggests, “*We don’t dwell on them as often or as thoughtfully as we should. Look for the happy surprises, for they will help you to keep expressing proper gratitude to God all your days.*”

“*Count your blessings – name them one by one – and it will surprise you what the Lord has done.*”

“*May our Lord Jesus Christ himself and God our Father, who loved us and by his grace gave us eternal encouragement and good hope, encourage your hearts and strengthen you in every good deed and word*” (2 Thess. 2:16-17 NIV).

Respectfully Submitted,



Harold B. Graves Jr.  
President