

Fifth Annual Report of President Harold B. Graves Jr. to the Board of Trustees

THE LORD IS MY HELPER

Chairman, Dr. Roy Rogers, members of the Board of Trustees, faculty, staff, students, and friends of Nazarene Bible College, I am honored to present my fifth report to you as President of Nazarene Bible College.

I recently drove to Olathe, Kansas, to dedicate our second grandchild, Graham David Bowman. I have made that scenic drive across eastern Colorado and western Kansas many times. I do not need the Garmin GPS to find my way to our grandchildren's house in Olathe. I know the 9 hour and 590 mile route: Colorado Springs to Limon on Hwy 24 East, Limon to Lawrence on I-70 East, Lawrence to Lenexa on Kansas 10, I-435 to I-35 South to exit 215.

I plug in my GPS, not because I need the directions, but because it has a feature that counts down the miles to my destination and calculates how many miles I have traveled. So, it tells me how far I have come and how far I have to go to reach the goal of seeing my grandchildren.

As I conclude four years as President of Nazarene Bible College, I reflect on how far we have come as a college and how far we have yet to go. We have faced challenges that tested our resolve, and we have experienced successes that encouraged us forward.

Through it all I can testify with the writer of Hebrews:

“So we say with confidence, ‘The Lord is my helper; I will not be afraid. What can man do to me?’ Remember your leaders, who spoke the word of God to you. Consider the outcome of their way of life and imitate their faith. Jesus Christ is the same yesterday and today and forever” (13:6-8, NIV).

The past year was noteworthy in the life of Nazarene Bible College. We truly experienced the help of our Lord in many ways.

The enrollment of 996 students was the largest in the history of the college and was the fourth consecutive year we experienced enrollment gains. We had 119 graduates in the Class of 2010, which was the largest class of graduates since 1979.

I am pleased to report that we finished the year with a positive balance of \$152,802! This is a \$1,536,059 turn-around from two years ago when we faced a deficit in the operations and non-operations budget. We made difficult decisions and took deliberate steps to change the course we were on. Remarkably, we did this while experiencing a (\$340,000) cut in denominational support.

I am most grateful for the leadership of Mr. Mike Arrambide, Vice President for Finance, Mrs. Shirley Cadle, Director of Financial Services, the Cabinet and the support of the Faculty and Staff as we worked together to make this happen. Your service in the midst of sacrifice does not go unnoticed or unappreciated.

In December 2009, Shirley Cadle joined the NBC team as Director of Financial Services. Shirley is a graduate of Olivet Nazarene University and a Certified Public Accountant. She came to NBC from Baraboo, Wisconsin where she held the position of Director of Fiscal Services for the Baraboo School District since 2002. She has extensive experience from overseeing the financial processes of a district with a budget of \$32.8 million dollars and 500 employees. Additionally, she worked alongside her husband, Bruce, in pastoring churches in Wisconsin. We are most grateful for the addition of Shirley to our administrative team.

We are diligently working to fund the pension liability. We are thankful for the leadership and counsel we have received from Dr. Don Walter and the Audit and Investment Committee of the Board of Trustees, Dr. David McClung, Dr. Roy Rogers, and Mr. Homer McKnight.

Dr. Don Walter is the Director of the Church of the Nazarene Pensions and Benefits USA. Several months ago Dr. Walter volunteered to help NBC with the college pension plan. He has graciously served as a consultant to us as we have worked through challenging issues facing the college pension plan.

Dr. Walter, your experience, expertise, and encouragement have been a source of comfort and guidance to us through this process. We are extremely grateful to you for your friendship and support of the college.

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We continue to partner with several schools and institutions through dCourseWeb. We are collaborating with the Association of Biblical Higher Education, Australia Nazarene Theological College, Barclay College, Caribbean Nazarene College, Central Christian College of the Bible, Crossroads College, Freewill Baptist College, Kentucky Mountain Bible College, Nazarene African Higher Education Consortium, Nazarene Theological College in South Africa, Melanesia Nazarene Bible College, Olivet Nazarene University, Promise Christian University, The Salvation Army Western and Southern Territories, South Pacific Nazarene Theological College, Trevecca Nazarene University, Trinity College of Florida, and Valor Christian College.

Some of these institutions use dCourseWeb to deliver education to their students and constituency, while others buy seats in our classes. We are grateful for the work of Angela Wetmore, dCourseWeb Manager, for her diligence in working with these institutions. We are also thankful for our incredibly talented IT Department, led by Mr. Fred Phillips. This group, under the leadership of Vice President for Online Academic Services, Dr. David Phillips, has served the Church in ways we will never fully realize.

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In November of last year, Dr. Don Stelting, announced his retirement after 14 years of service to Nazarene Bible College as Director of Extension Education and Vice President of Academic Affairs. We celebrated the ministry of Don and Pam Stelting in January with a luncheon for faculty, staff, retirees, and Stelting family members.

The retirement of Dr. Stelting left us in a challenging situation as we prepared for the self-study and peer team visit for continued accreditation with the Higher Learning Commission of the North Central Association of Colleges and Schools.

In April, Dr. Gary W. Streit accepted the position of Vice President for Academic Affairs.

Dr. Streit began his journey in higher education as a faculty member at Olivet Nazarene University. In addition to a teaching position in the Department of English, he served as department chair, dean of graduate studies, founder of the office of career planning and placement, vice president for graduate and adult studies, vice president for academic affairs, and provost. He also served a three-year term as president of Malone University in Canton, Ohio. Dr. Streit has worked closely with the Higher Learning Commission of the North Central Association of Colleges and Schools as a peer reviewer and consultant evaluator. He has chaired 50-plus visits to a variety of higher educational institutions throughout the 19-state HLC region. He recently received a “Distinguished Service Award” for “Outstanding Contribution to the Higher Learning Commission.” He has also worked closely with the Church of the Nazarene’s International Board of Education in designing and implementing their missional review program. I doubt that anyone in the Church of the Nazarene knows more about accreditation than Dr. Streit. With the help of Dr. Streit, the Higher Learning Commission has granted us an extension until the spring of 2011 for the team visit to our campus. This will give us adequate time to complete the self-study and prepare for the team visit.

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This summer, Nazarene Publishing House released the New Beacon Hill Commentary on 1 and 2 Peter and Jude. This is a special moment for Nazarene Bible College, for the author of this commentary is NBC Professor of New Testament, Dr. Dan Powers. Tonight we celebrate this momentous accomplishment with Dr. Powers. Those of us who have been called to preach the word understand the significance of having resources like the New Beacon Hill Commentary. Dr. Powers, we are most proud of your scholarship, your spirit, and your service to the church of Jesus Christ. Following this chapel service Dr. Powers will be signing copies of this new commentary. I encourage you to add this book to your library.

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At this point, I have given you a view of how far we have come; now I will give you a glimpse of the journey ahead of us. There are two aspects of the future I wish to focus on in this report.

The first crucial aspect for our future is the self-study, peer visit, and continued accreditation.

According to The Higher Learning Commission of the North Central Association of Colleges and Schools, every accredited institution must have its status reaffirmed no later than five years after it has been initially granted, and no later than 10 years following each subsequent reaffirmation. This reaffirmation will be five years from our initial accreditation.

“What is accreditation?” According to The Higher Learning Commission accreditation by the Commission and by other nationally recognized agencies provides assurance to the public, in particular to prospective students, that an institution has been found to meet the agency’s clearly stated requirements and criteria and that there are reasonable grounds for believing that it will continue to meet them.

“What is the value of accreditation?” is a second question of equal importance. Again, The Higher Learning Commission states accreditation provides both public certification of acceptable institutional quality and an opportunity and incentive for self-improvement in the accredited institution. The Commission reaches the conclusion that a college or university meets the criteria only after the institution opens itself to outside examination by experienced evaluators familiar with accrediting requirements and with higher education. The process of accreditation provides the accredited institution with an opportunity for critical self-analysis, consultation, and advice from persons of other institutions, thus leading to improvement in quality.

“What is a self-study?” The Higher Learning Commission builds its comprehensive evaluations for initial and continued accreditation on two major processes: institutional self-study and peer evaluation. An institution scheduled for accreditation review has the prerogative to plan and conduct the self-study process in a way that leads to its preferred continuous improvement, yet still provides evidence to the Commission that it fulfills the Criteria for Accreditation. The self-study is a critical self-analysis of the Criteria for Accreditation. The Criteria for Accreditation are organized under five major headings: Mission and Integrity; Preparing for the Future; Student Learning and Effective Teaching; Acquisition, Discovery, and Application of Knowledge; and Engagement and Service. The college summarizes its findings in a self-study report, which constitutes formal application for the Commission action desired and serves as the frame of reference for the review that the evaluation team conducts.

In the spring of 2011, we will have a peer review team on our campus for a comprehensive visit for continued accreditation with The Higher Learning Commission.

The team will evaluate the college to ascertain the extent to which it fulfills the Criteria for Accreditation; will provide consultation relative to the ongoing improvement of the institution; and will recommend the affiliation status that the institution should have with the Commission.

Team chairs may request scheduled appointments with key people, such as members of the governing board, representatives of the state coordinating board, faculty representatives, student representatives, or alumni and community leaders.

I cannot overstate the importance of the self-study and the comprehensive visit by a peer review team. Thankfully, God has provided an experienced and efficient leader in Dr. Gary Streit to guide us through this process.

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The second crucial aspect for our future is strategic planning.

Pfeiffer, Goodstein, Nolan, and Rothwell have defined strategic planning as: “the process by which members of an organization envision its future and develop the necessary procedures and operations to achieve that future” (Pfeiffer, Goodstein, Nolan, 1986; Rothwell, 1989).

Workforce Development Definitions says: “Strategic planning is also ‘a process of defining the values, purpose, vision, mission, goals and objectives of an organization. Through the planning process, a jurisdiction or agency identifies the outcomes it wants to achieve through its programs and the specific means by which it intends to achieve these outcomes.’” (http://www.admin.state.nh.us/hr/documents/Workforce_Development/worforce_development_definitions.doc).

Our self-study has revealed a weakness in the strategic planning process. We are addressing this concern with an action plan. Rev. David Church will facilitate the strategic planning process. The goal is to present the strategic plan to the Board of Trustees in September 2011.

The strategic plan begins with the vision of the president. The prevailing question asked of me is simply, “What do I envision as the future of Nazarene Bible College?” I have attempted to articulate that vision in several statements.

Time will not permit me to opine on all of these and quite frankly I have more questions on some than I have opinions.

- 1. We will embrace our mission of an undergraduate, professional school of Christian ministry committed to academic and practical programs designed to educate adult students for service and leadership in a diverse world.**

We have a clear and distinct mission. Our mission is to prepare adults for a life of Christian service and leadership in our world. Since we are primarily a college of adult learners, it is imperative that we keep pace with andragogy and the changing trends in adult education.

We must maintain a proper balance between academic rigor and practical application, or the “so what” of the classroom. Our students must be able to apply what we are teaching to real world experience. Furthermore, our curriculum must be Bible-centered and ministry-focused. We will maintain an orthodox view of the Holy Scriptures and a commitment to Wesleyan-Arminian theology.

- 2. We will successfully complete the self-study for continued accreditation with the Higher Learning Commission of the North Central Association of Colleges and Schools and make strategic planning a vital part of the ongoing work of Nazarene Bible College.**

It will be imperative that the college view the self-study and strategic plan as living documents. We dare not place the completed self-study and strategic plan on the shelf to gather dust until the next self-study approaches. We will use both documents as a reference point and a tool for evaluating how far we have come and how far we have to go.

- 3. We will increase enrollment for campus and online programs.**

The fall enrollment is down on campus and online. This is the first significant decrease since 2006-2007. Through Fall A, we have 955 students enrolled compared to 996 last Fall A. This includes 589 in degree programs. It is a priority to increase enrollment in both the campus and online programs.

We are in our 13th year of online education. This year is only the second time in 13 years that we have experienced a decrease from the previous year in online enrollment. The last time this happened, we saw an increase of 28% the next year. I am confident the loss in enrollment this year does not constitute a trend and that under the capable leadership of Dr. Phillips and the Online Academic Services Team we will turn this around in the future.

As a trustee, I was uneasy about campus enrollment trends and this concern has heightened as president. Since the college achieved accreditation in 1976, we have had only eight years when the campus enrollment exceeded the previous year. In 35 years, we have never had more than two consecutive years of growth in campus enrollment.

Traditionally we have depended on students leaving home and moving to Colorado Springs to attend Nazarene Bible College. Through the years they have come from coast to coast and border to border to prepare for ministry on this beautiful campus.

I am thankful for those who have made that choice and are enriching our lives by being on campus. But, if we rely on students to relocate, we will get the same result we have gotten in the past 35 years – fewer students on campus than the previous year.

I am convinced the hope for a vibrant and vital campus program lives in our ability to promote NBC to the greater Colorado Springs community. NBC is one of only two regionally accredited *evangelical Christian colleges* in Colorado. We are the only regionally accredited *Bible College* in the state of Colorado. Therefore, we will intentionally market the college to potential students along the front range of Colorado. We should no longer be the best kept secret in Colorado Springs.

I am encouraged by the leadership of Dr. Jay Ott and the Campus Academic Services Team. I am impressed with the enthusiasm and work of our team members. They are committed to grow the campus enrollment.

I am grateful for the diversity of our students both on campus and online. They come from all walks of life – from many ethnic groups and cultures. It is from this mosaic that we weave the fabric that is NBC. As a college we will promote cultural and ethnic diversity among our faculty, staff, and students.

4. We will approach student development and student success in accord with the best practices of the adult student.

A college primarily for the adult student must have a grasp of the characteristics and learning patterns of the adult student. Are we approaching student development and student success with the adult student in mind? As we approach strategic planning, this question is central to how we go forward in this vital area.

5. We will assess our academic programs in harmony with the best practices of adult education.

6. We will expand academic programs without compromising the integrity of our mission as a Bible College.

There are many indicators that ministry in the next few years will continue to morph into new paradigms. If we are educating adult students for service and leadership in a diverse world, then we need to know what that world will look like. We will be visionary on the changes in the practice of ministry and adjust our curriculum accordingly.

There are two new developments in the expansion of programs this year:

First, is the **Pastoral Leadership Major**. Recognizing the value of prior life and learning experiences and Nazarene Bible College's mandate to prepare adults to "evangelize, disciple, and minister to the world," Nazarene Bible College is now offering an accelerated degree-completion major in Pastoral Leadership. This Bible-centered, ministry-focused major will prepare persons for effective service in pastoral ministry and provide foundational training in other fields of Christian ministry. The Pastoral Leadership major is designed so that adults with sufficient prior college credit can complete the major in as little as two years – on campus and/or online – and fulfill the educational requirements for ordination as an elder in the Church of the Nazarene.

Second, is the **Hispanic Pastoral Ministries Major**. On July 13, 2010, representatives from Nazarene Bible College, the Church of the Nazarene's USA/Canada Hispanic Ministries Office, and leaders from a number of Alliance for Ministerial Development District Training Centers met in Colorado Springs to establish the basis for a nationwide Spanish language ministerial training program for Hispanic pastors serving in the U.S.

The first phase of the program calls for duly recognized District Training Centers to teach translated, contextualized, and approved Spanish language versions of the courses that make up the Alliance's 25 course curriculum designed to meet ordination requirements for the Church of the Nazarene.

The second phase of the program calls for the development of a Hispanic Pastoral Ministries major, culminating in the Bachelor of Arts of Ministry degree offered by Nazarene Bible College. Steps are already underway to achieve the approvals and accreditation required to offer the new major.

I am thankful for the leadership of Dr. Alan Lyke in both of these new programs.

7. We will continue to cultivate collaborative relationships with the Church and educational institutions.

Collaborative relationships with the Church, educational institutions, and others will continue to be a priority for NBC. Currently, we are working on four new partnerships that could significantly benefit the college and these Christian organizations.

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.*"

We will continue to cultivate collaborative relationships with the Church and educational institutions.

8. We will remain on the cutting edge of technological advancements in higher education.

Nazarene Bible College has been and will continue to be a leader in online education. How will technological advancements impact higher education in the future? This is the million dollar question. In this competitive market we cannot rest on our accomplishments. While we were among the first of the Christian colleges to offer online education, the educational landscape is crowded with competitors. We must make it a priority to remain on the cutting edge of the technological advancements in higher education.

9. We will find new revenue sources to compensate for decreasing denominational support to assure financial stability and strength.

The Church of the Nazarene has faithfully supported Nazarene Bible College through the World Evangelism Fund and the Annual Offering. In the last two years, we have seen that support decline nearly \$340,000. Last year the Annual Offering was the lowest in recent history with fewer churches participating and smaller donations per church. It could be that we are facing a new reality as a church. The new budget formula, the uncertainty of the economy, and the aging giver will continue to impact giving. We will find new revenue sources to compensate for decreasing denominational support to assure financial stability and strength.

10. We will nurture a culture of trust, encouragement, and mutual service as we fervently strive for academic excellence and professional development.

Nazarene Bible College is first a community of faith. We are here because of a common faith in Jesus Christ as Savior, Lord, and Coming King. This mutual faith is the cord that binds us together as brothers, sisters, and co-laborers. To this community we each bring spiritual gifts, individual narratives, and professional experience. As we go forward, we will nurture a culture of trust, encouragement, and mutual service to the community and to one another. We cannot be at our best professionally if we are not in harmony with our Lord and in one accord with each other.

Conclusion

In conclusion I want to thank the Cabinet for their hard work, leadership, and commitment to the mission of Nazarene Bible College. I also want to thank Marcia Ott for her patience, persistence, and guidance during the three months without an academic dean. I am indebted to the support I receive from Genette Irsik, my administrative assistant. Finally, I wish to acknowledge my wife. Cheryl has been my encouragement, my partner, and my best friend. I could not do what I have been called to do without her. Cheryl, I thank you from the bottom of my heart.

A few miles from where we lived in West Chester, Ohio was King's Island Amusement Park. As a family we would pile in the car and drive the short distance to spend the day riding rides, eating junk food, and walking miles on the hot blacktop. One of the park favorites was the Beast roller coaster. The Beast is arguably the greatest wooden roller coaster ever built. This wooden monster was designed to break all the records when it opened at Kings Island in 1979. Today, the Beast remains the world's longest wooden roller coaster at 7,359 feet. With a four minute ride time, this spectacular terrain roller coaster spans out over 35 wooded acres at Kings Island.

I rode the Beast many times, and I always questioned my sanity for continuing to abuse my body that way. I mean, it jerked you around so much that your entire body was sore the next day. But, man, it was a thrill. The click, click, click sound of climbing to the top and the silence just before it plunged down the track. The speed, the twists and turns, the ups and downs, all made the Beast irresistible.

The past four years have been somewhat like riding the Beast. We have climbed to the top and with break neck speed plunged down the track. We have held on tightly as we raced down the track, twisting, turning, up, and down. We didn't bail out, we kept holding on, making the adjustments, going forward, making progress, and finding the ride to be irresistible.

Through it all I can say with confidence, "The Lord is my helper; I will not be afraid. What can man do to me?" Remember your leaders, who spoke the word of God to you. Consider the outcome of their way of life and imitate their faith. Jesus Christ is the same yesterday and today and forever."

Thank you for the privilege of serving this great college with a God ordained mission.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Harold B. Graves Jr.", written in a cursive style.

Harold B. Graves Jr.