

## Executive Summary April 2012

Greetings! Welcome to graduation season on the prairies. We have much to be thankful for.

Perhaps this past school year might best be summarized by this year's class motto *YWHW Rapha: Who Lifts Us Up*, since we have spent a great deal of time this year reaching out to people from our past who have felt injured during their time on our campus. We have been able to find healing and reconciliation with many of these people and continue to seek healing for everyone who may have been hurt in any way while living within the Prairie community.

Over the course of our Board meetings you will hear discussions and be updated on many subjects. These will include:

Motto, Mission, Vision and Values – Over the past two years, our school motto, mission statement and core values were revisited and incorporated into our constitution. We would now like to propose adding a Vision Statement that brings in three concepts of *“training for service to meet the greatest needs of the world for the glory of God.”* We have added a graphic that reflects our model (attached). These are intended to be presented together, since any one of them in isolation is an incomplete reflection of our purpose as a school.

Our mission – We remain deeply committed to our objective of providing Biblically integrated schooling. Our launch-point in every class is the Bible. This is a strong differentiating point in comparison with most other post-secondary schools and one which we believe is hitting a great need in North America, the need for solid Biblical literacy. Testimonials from the students suggest that they have had a good year socially and are growing in their understanding of Scripture and in their relationship with God. What an amazing privilege to be part of that process.

One School – This year we gathered our three schools (PBC, PCAAT, PSMA) under the leadership of Glenn Loewen, Dean of Education and Spiritual Formation. Combining education and spiritual formation is a statement about our approach to education and our priority of campus spiritual life. The separate school structure has introduced a certain amount of division and inefficiency within the community. Peter Mal has led us in thinking through a structure in which all programs come under one umbrella and allow us to:

- 1) Better accomplish our mission,
- 2) Enhance our campus unity and community,
- 3) Improve our productivity and efficiency, and
- 4) Simplify our public presentation.

The Three Schools – We are working on plans to move the Bible College faculty (with Kevin Peters and Douglas Lewis) over to the Maxwell Centre and look forward to being closer neighbors with them. We are discussing ideas of moving the Bible College faculty from contracts that expire (in one, two or three years) to perpetual contracts that would remove the uncertainty that resides around the question of renewals. Our primary focus is growing our current programs. PCAAT (with Peter Mal) will be discontinuing the ELCC program this year which has not been well populated and therefore has become one of our few programs that does not break even. PSMA (with Mike Fox) is enjoying bursting at the seams with their largest class ever. And they are having a good time working through the challenges together.

Community Harmony – We have been given great answers to prayer as we have continued to enjoy harmony among our staff and faculty this past year. This is not new, nor do we take it for granted. This is simply a gift from God, for which we are tremendously grateful. Our relationship with the local community (with Wayne Nelson leading us) continues on a solid footing which will be lived out in July as we celebrate our 90<sup>th</sup> anniversary at Homecoming and the Town of Three Hills celebrates its 100<sup>th</sup> anniversary one week later. And we continue to work on partnerships to external organizations, including developing discussions with Carey Theological College (to provide our 4 year Bachelor degree graduates with advanced standing in their Masters programs) and with the Canadian Bible Society and Wycliffe (to have a Bible translation track developed in partnership with them in our 4 year programs). CBS and Wycliffe may help us pull together a Bible museum for the campus as well.

Abuse Allegations – While I have fielded the majority of calls and emails, Glenn Loewen has provided good advice in responding to the various allegations. We should come out of this Board meeting with a plan of action. We could use this to let our various publics know that, to the best of our ability, any abuse that may have occurred in our past, would more likely be discovered if it were to occur today and would be met with zero-tolerance in our community. This is a different era and we can take steps to protect people from becoming victims in our midst.

Campus Utilization – With 25-year veteran Art Krahn leading us, we have spent a fair bit of time improving the utilization of our good buildings and taking our old buildings off-line or completely down. We are consolidating offices, filling buildings and hoping to sub-let space to external organizations (like missions) to help fill in the buildings that are not needed for schooling. The PHS building is nearing the end of its life and we are working on how to consolidate them into our college classroom building. To quote Elaine Maxwell, it seems to have fallen to our “watch” to repair the infrastructure, so we are working on raising the capital for renovations (like the dorm) and underground repair. Although it is not as charming as new buildings, we believe that it is tremendously attractive to major donors who appreciate maintaining and using well what we have. It is our hope that many will find it equally engaging.

Revenue – We have two primary sources of revenue: student tuition and fees, which are a direct function of enrolment, and donations.

- Student Enrolment – You will hear from Pamela Fraser about our numbers. At this point, it appears that the retention of our students is growing from 105 returning students last year to an expected 135 this coming fall, evidence that they have had a good experience this past year. At the same time our new student numbers are weaker than last year. At this point the application pipeline suggests that we may have 150 new students, down from 190 new students last year. Those numbers combine to suggest we may have 285 students in the fall, down from 295 in the fall last year. We are focused on getting the word out and hope that enrolment turns up in the next three months as our students head home for their summers after having had a good year here on campus. Your prayers are very much appreciated.
- Donations – Wayne Nelson’s report will tell you that donations have dropped off significantly after the tremendous summer rush last year. It seems that our donors love a matching program. At the same time, we are working on a new approach (for Prairie) to fund raising which is more systematic. It is our hope to break out of historical patterns that limit our reach and begin penetrating major donors across the country and continent. Anything you can do to help us open those doors would be appreciated.

Budget – Elaine Maxwell has provided the leadership needed to have a realistic but balanced budget on these revenue assumptions. We hope it means that we have built in a margin of error. If we are wrong in our assumptions, we hope they are pleasant surprises – more students than expected and more donations than anticipated. In the end, we know we need to live within our means. We also know that we must rely

on God to provide our needs as we continue to honour Him and to serve the Christian community. We aim to do this well in a way that glorifies Him.

As a member of our board, you are very much a part of what God is doing on this campus. We need you and appreciate your joining us in this effort to improve Biblical literacy so that we can “know Christ and make Him known”.

Again, many many thanks for the roles you play,

*Mark*

Mark L. Maxwell  
President  
April 15, 2012

