

Thanksgiving Season

*“O give thanks to the LORD, for He is good;
For His loving-kindness is everlasting.”*

As I prepare for this Board meeting during the season of harvest and thanksgiving, I am very mindful of the goodness of God and our need to be thankful. He continues to give us a sense of harmony in the midst of substantial change. He has provided people who work well together, diligently and with great skill in their areas of expertise.

A Loving Community: Perhaps the most notable flag around which we now gather, in the midst of these changes in culture and business, is the call “to be and invite others to be lovers of God.” This has resulted in a community that is bound together in love for one another, along with a deep commitment to the common mission of preparing people to meet the greatest needs of the world. It is hard to explain how much this has improved our campus productivity. It is a gift from the Almighty, the Creator and Healer of Culture.

A Learning Community: Over the past several years we have become a learning community:

- We have learned how to innovate and implement change quickly across the school.
- We have learned to be effective, a far higher standard of performance than professionalism.
- We have learned that mistakes are good things to make, we celebrate them.
- We have learned that the safest room is a room in which people are open about their differences of opinion or their mistakes.

Innovation: With about 15 months from concept to implementation, we launched two initiatives this fall:

- Prison Bible College – Our first class at Bowden Institute was September 7. The genesis of this idea was a proposal by Prison Fellowship Canada in May 2015.
- Global Social Justice – This enhancement to our Intercultural Studies program was launched this semester. It began with a consultation with 10 relief agencies (like World Vision Canada, Samaritans Purse & Compassion Canada) in July 2015.

This illustrates our culture of flexibility and adaptability, a competitive advantage in an industry that is noted for being change-resistant. In fact, we have been renovating or innovating at a fairly active pace for several years as can be seen in this list of strategic initiatives:

2010/11

- ✓ Re-emphasis on prayer
- ✓ Re-emphasis on Community Chapel

- ✓ Revision of management team structure and campus culture: open-door policy and lattice organizational structure (reduced hierarchy)
- ✓ Reduction of costs and payroll

2011/12

- ✓ Launch of GlobeTREK in Intercultural Studies program w/ Emma Karin Emgård
- ✓ All-campus service (cleaning) time
- ✓ Reaffirmation of accreditation with ABHE
- ✓ Campus renovation
 - Multiple roof repairs
 - Building redeployment (North Aud, Parable Place & Maxwell)
 - Shut down of four buildings

2012/13

- ✓ Initial Strategic Plan
 - Preparing people to meet the greatest needs in the world
 - Confirming our Mission, Vision, and Core Values
- ✓ Repositioning of Digital Media w/ Ron Nickel
- ✓ Redesign of Discover program under Intercultural Studies
- ✓ Launch of BA Marketplace Ministry
- ✓ Student Success moved to Library
- ✓ Partnership with Carey Theological College in Vancouver

2013/14

- ✓ Launch of Music & Worship Arts program w/ Brian Doerksen
- ✓ Move faculty to Maxwell Centre
- ✓ Discontinued ESL program

2014/15

- ✓ Restructure to “one” college under Prairie College (corporate name remains PBI)
- ✓ Founders Legacy Bursary reconfigured into Campus Leaders Bursary
- ✓ Emphasis raised on DE program development
- ✓ Begin annual signing by all faculty & management team of Foundational Documents

2015/16

- ✓ Launch of full coverage of Bible in 7 courses for all degree students
- ✓ Restructure of PN & EMT so Bible is a pre-requisite (in the first semester as we do with Aviation training)
- ✓ Relocation of Explore program to Frontier Lodge in Nordegg, Alberta
- ✓ Dr. Ray Yeo hired to be our lead theologian
- ✓ Randy Stewart brought in to lead Athletics and Sport Management
- ✓ Calvin Hildebrandt made Director of Prairie College of Mission Aviation
- ✓ Progress made on partnership with MAFC and MAFI
- ✓ Launch of Populi, a student, alumni & donor information management system
- ✓ Launch of new web site

2016/17

- ✓ Refreshed Strategic Plan gathered around the theme of “Lovers of God”
- ✓ Launch of Global Social Justice program
- ✓ Launch of Prison-based Bible College
- ✓ Dr. Mark Jonah hired onto Music & Worship Arts faculty
- ✓ Establish school’s “*Statement on Human Sexuality*”
- ✓ Delivery of synchronous course offerings with three other colleges
- ✓ Launch of Round Table of Advisors

2017/18E

- ✓ International learning to be an option in every program
- ✓ Full degrees on-line
- ✓ Partnership development w/ CIU on on-line graduate degrees
- ✓ Partnership development w/ Briercrest on faculty sharing

An enduring legacy: Enrolment and resources are critical to our endurance as a school. Tim MacKenzie joined us in the summer to help us with donor & alumni relations after many years with the Christian & Missionary Alliance. Early indications of his effectiveness are very good, with friends and supporters happy to hear from him (us) and with donations having more than doubled from the low base last year. Finally, and perhaps most importantly, I believe that partnerships will define a great deal of our future and provide us with surprising opportunities.

Enrolment is stable: 278 vs 280 last September, with our best estimate at 29 new students coming in January, up from 7 last year. This would bring our full year enrolment to 307 vs 287, up about 7% with the growth coming mid-year. Inquiries and applications are already building for next fall, up between 15% and 20% over strong numbers from this year. We are thinking about our strategies for conversion of inquiries and applications, and praying for a breakthrough on it.

Partnerships: In looking ahead, you can see that we anticipate establishing strong partnerships. We believe this is efficient, effective and essential to our success. We believe it is both Biblical and Christian, a reflection of good kingdom theology. It is our goal to be known to be good partners who are committed to the well-being of our partners and our students while we also benefit from the relationship.

So, we return to the opening...

*Praise the LORD!
Oh give thanks to the LORD, for He is good;
For His loving-kindness is everlasting
And His faithfulness to all generations.*

Let me finish with a note of thanks to each of you for your support of our work, especially your support in prayer. Your commitment to a week of prayer every month is

remarkable and encouraging... we will only know how valuable it has been when we can see clearly through the lenses of eternity. I believe we will be astounded at the role your prayers have played.

With respect and gratitude for your role in building our school,

Mark L. Maxwell
President

Development

Laurel Penner continues to provide consistent quality processing of donations which gives confidence to our donors that their funds are being handled well. She is a critical component of our Development Department and a delight to have on the team.

Tim MacKenzie rejoined our team this summer in the role of Director of Donor and Alumni Relations after almost a dozen years with the C&MA. His relationships with our constituencies and his experience in estate planning are welcome improvements to our bench. Early indications of having him on our team are very good with donations up about double what they were in the same period (July to September) last year. Some of this jump in donations is a reflection of timing, some of it is clearly due to his good work.

Kendi Dyck transferred internally to become the Manager of the Development Department and has also shown early signs of success, especially in leading Donor and Alumni events. Some of these events included:

- Alumni Reunion – The classes of 1966, 1976 and 1991 were the focus of our Alumni Reunion in late September. This was a new time of year for the reunion, which previously had coincided with April graduation. We felt the calendar was too crowded that week. This was also the first time to celebrate the 50th, 40th and 25th anniversaries of the graduating classes, continuing with our tradition of re-graduating the 50 year class. We believe these changes will allow us to do a better job of hosting the events and building better relationships with these important alumni.
- Distinguished Alumni – This year we expanded our recognition of distinguished alumni to three, up from our traditional one recognizing “Lifelong Christian Ministry.” The three recipients in their respective categories were:
 - ✓ Karl Janzen - Lifelong Christian Ministry
 - ✓ Donna Humphries - Integration of Christian Faith and Professional Achievement
 - ✓ John Carter - Early Career Excellence
- Journey of Generosity – In an attempt to try something new, this year, with the help of Steve Rolston, Generous Giving & the Maclellan Foundation we are hosting two retreats for a small group of our donors. It is a discussion among peers of the Biblical basis of generosity. By all accounts they have been well worth the time.
- Fund-raising concert – This idea appears to have run out of steam (my mistake). We will be hosting another fund-raising concert again this fall, but response has been so low that we are lowering the costs and moving to a living room, capping attendance at 30. It should be a memorable event, potentially even better than we had planned in Parable Place, but it will raise much less than we had hoped.

Pamela Fraser continues to build our social media community and has successfully moved our email list onto a more effective platform. Andrew Kamphuis, an expert in email/on-line sales is coaching us on new strategies. Dennis Landon is managing a great deal of our messaging.