

The background features a dark blue gradient with a subtle starry pattern. On the left side, there are several overlapping circular elements. A prominent one is a large circle with a scale around its perimeter, marked with numbers from 140 to 260 in increments of 10. Other circles include dashed lines, solid lines, and arrows, some pointing inward and some outward, creating a sense of motion and complexity.

PURSUING HIS PROMISES

NORTH AMERICAN DIVISION HIGHER EDUCATION

THE PROMISE
HEBREWS 6:18 *THE MESSAGE*

We who have run for our very lives to
God have every reason to grab the
promised hope with both hands and
never let go.

CHICAGO SUMMIT (AUGUST, 2018)

“We share a commitment to shape a strategic alliance, consisting of a coalition of the willing, with the goal of first piloting and then evaluating the efficacy of an eventual higher education system. We intend for this to result in a whole that is stronger than the sum of its parts as demonstrated by, at least, the following five key success objectives:

CHICAGO SUMMIT

1. Make Adventist Education affordable so that kids whose families make less than \$50,000 per year can afford to go to Adventist schools.
2. Faculty support: System wide support through a Teaching & Learning Center that focuses on pedagogy, modalities...also discipline teams, research teams.
3. Meaningful and measurable preparation for and successful internships during studies and employment after graduation based on industry perspectives and needs.
4. One division platform for Online Education.
5. Customized degrees enriched through micro-credentialing, badging, and competences-based learning.

WHILE DESIGNING MUTUAL-GROWTH SYNERGIES, WE WILL REMAIN COGNIZANT OF THE NEED FOR AND SIGNIFICANCE OF:

- A robust Seventh-day Adventist identity
- Local university identity
- Local ownership (e.g. union conferences, Hospital systems, NAD)
- The authority and role of college or university boards of trustees

WHILE DESIGNING MUTUAL-GROWTH SYNERGIES, WE WILL REMAIN COGNIZANT OF THE NEED FOR AND SIGNIFICANCE OF:

- Alumni support of individual institutions
- Providing top-quality education
- Local, national, professional and regional accreditation
- Partnership with the K-12 system

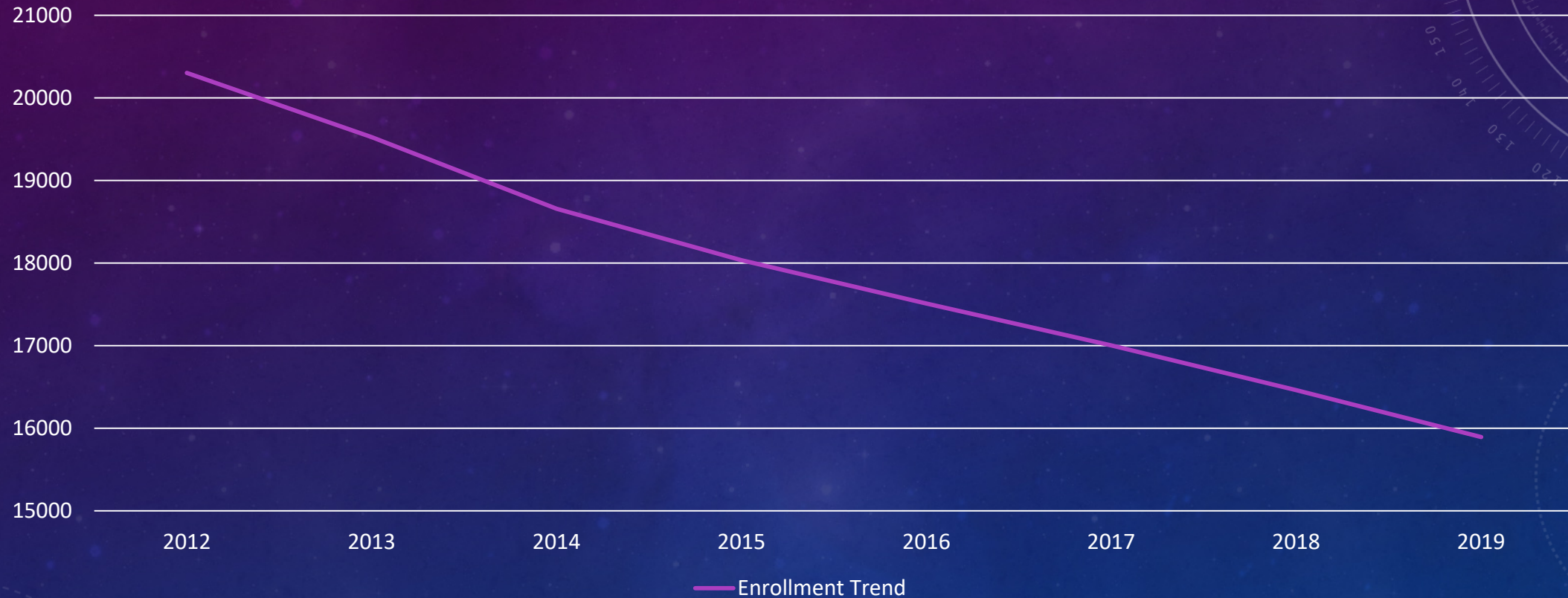
SOME EVENTS FOLLOWING THE SUMMIT

- College and University Presidents formed a Collaboration Taskforce
- June 16-19 - HR Meeting with Association of Collaborative Leadership
- July 15 – Title IX Directors met at La Sierra University
- July 11 – CFOs met in Austin and began a journey to combine endowments
- October 14 – IT leaders met at Andrews University to discuss collaboration ideas



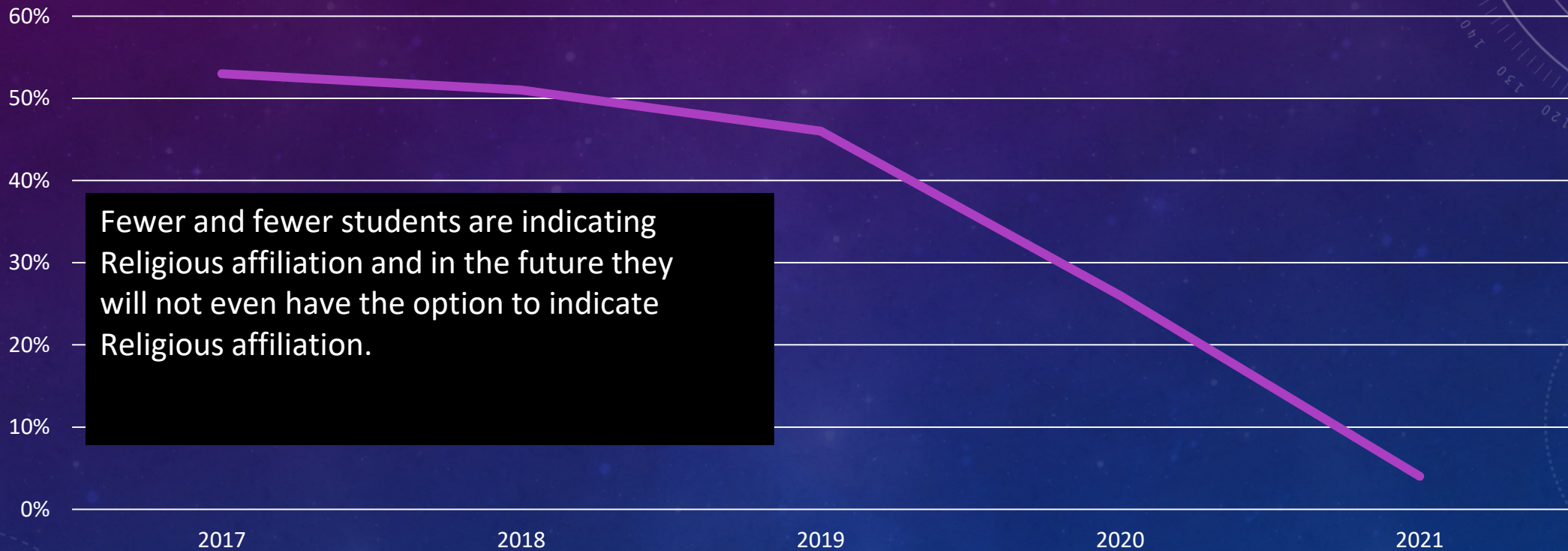
The good news is that gas prices are down, The bad news is the car was repossessed

ALL NAD SCHOOLS - ENROLLMENT TREND (UNDERGRADUATE COURSES)



COLLEGE BOARD RELIGIOUS PREFERENCE UPDATE

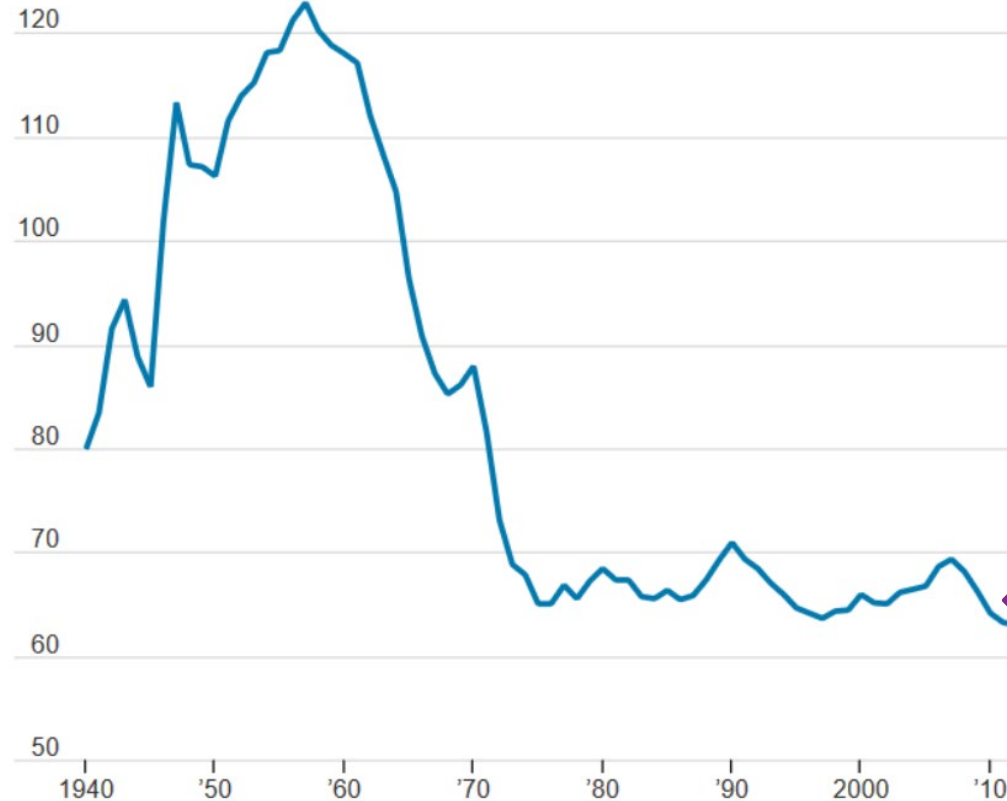
Percent PSAT/SAT Testers Selecting Any Religious Affiliation



Fertility Rate

Births per 1,000 women aged 15-44

130

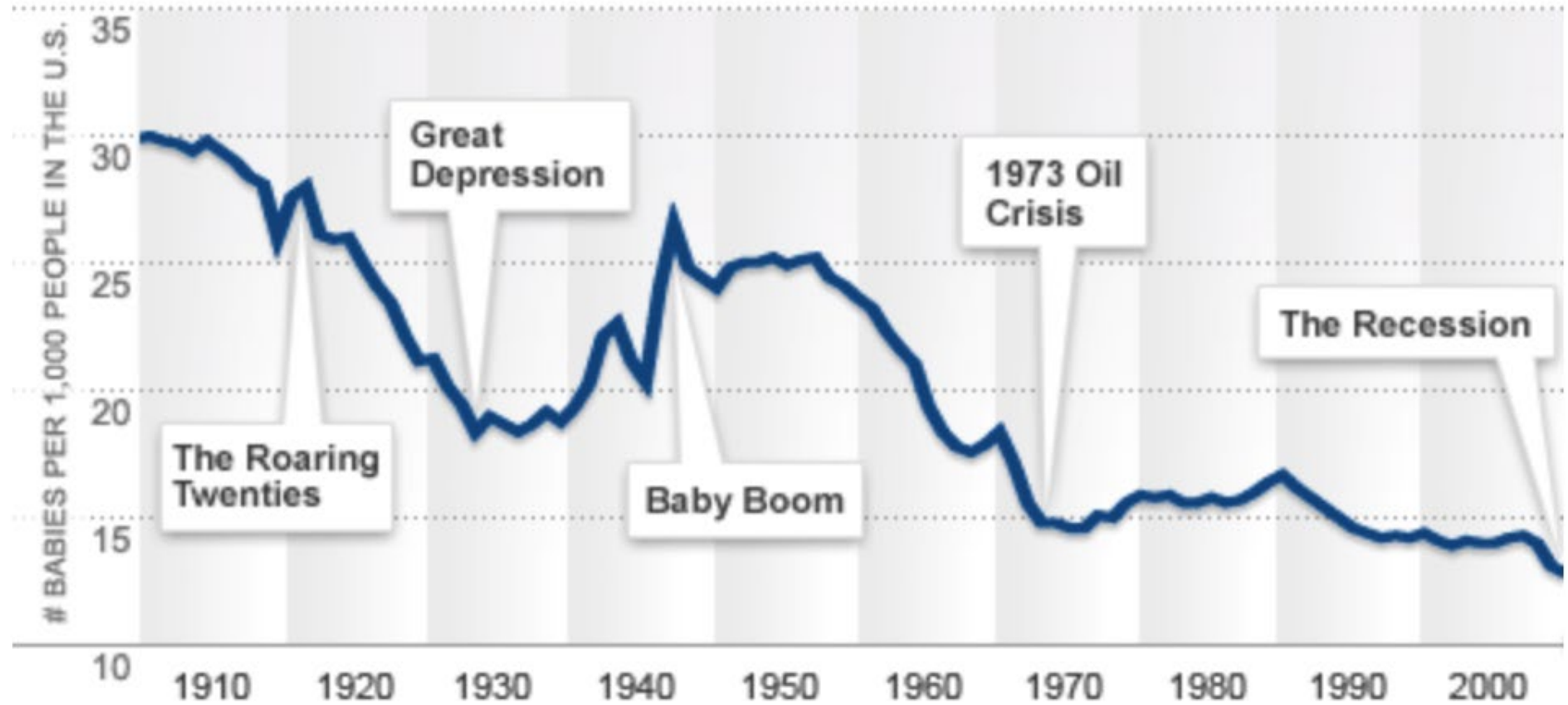


Source: National Center for Health Statistics

THE WALL STREET JOURNAL

The drop off in births in 2008 at the time of the economic downturn corresponds to 18 year old students that would want to go to college in 2026.

IN BAD TIMES, FEWER BABIES BORN



SOURCE: NATIONAL CENTER FOR HEALTH STATISTICS

WALL STREET JOURNAL FEB. 21, 2019

America's Disappearing Private Colleges

“The post-Great Recession baby bust will soon mean not enough students to keep small schools alive.”

The Atlantic

The Surreal End of an American College

Small schools across the United States are facing budget shortfalls and low enrollment—leading some to shut down in the middle of students' higher-education experience.



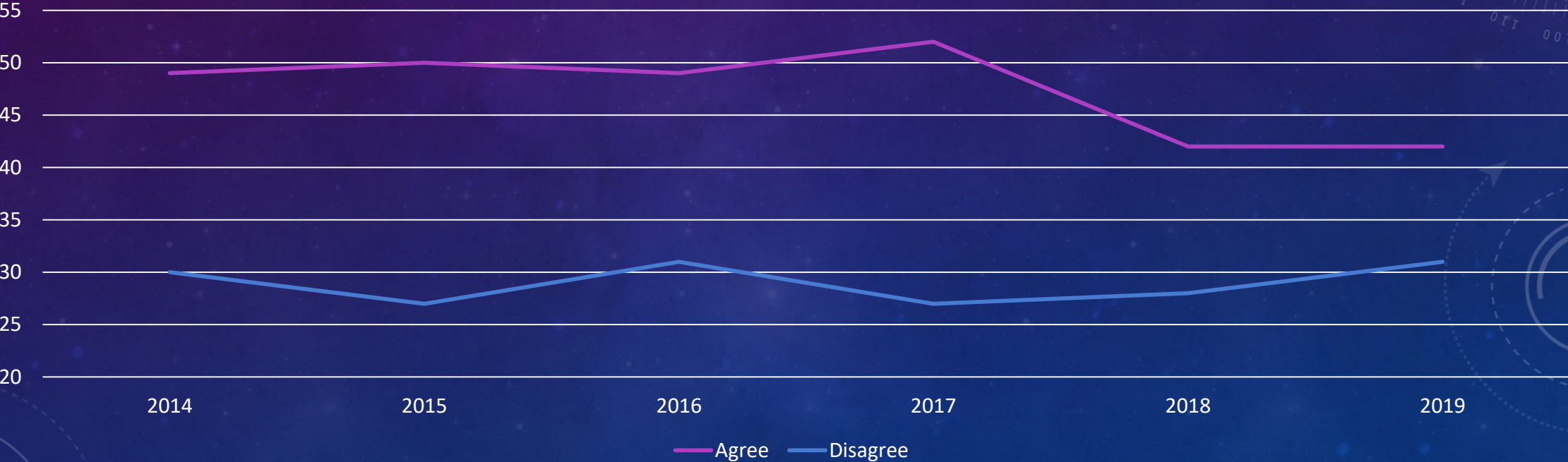
Emily Jan / The Atlantic

MERGERS AND CONSOLIDATION

| | Private Nonprofit | |
|---|-------------------|------|
| | 2018 | 2019 |
| “Serious internal discussion” about mergers | 23% | 12% |
| “Serious internal discussion” about administrative academic consolidation | 27% | 24% |
| How likely to merge? (%very/somewhat) | 12% | 6% |
| Should your college merge w/in 5 years? | 21% | 18% |
| Should your college share administrative functions? | 50% | 68% |
| Should your college share academic programs? | 51% | 70% |

CAN WE CUT FURTHER?

Chief Business Officers' Opinions:
My institution can make additional & significant spending cuts without hurting quality.



“The scary thing is he’s our Chief Financial Officer!”

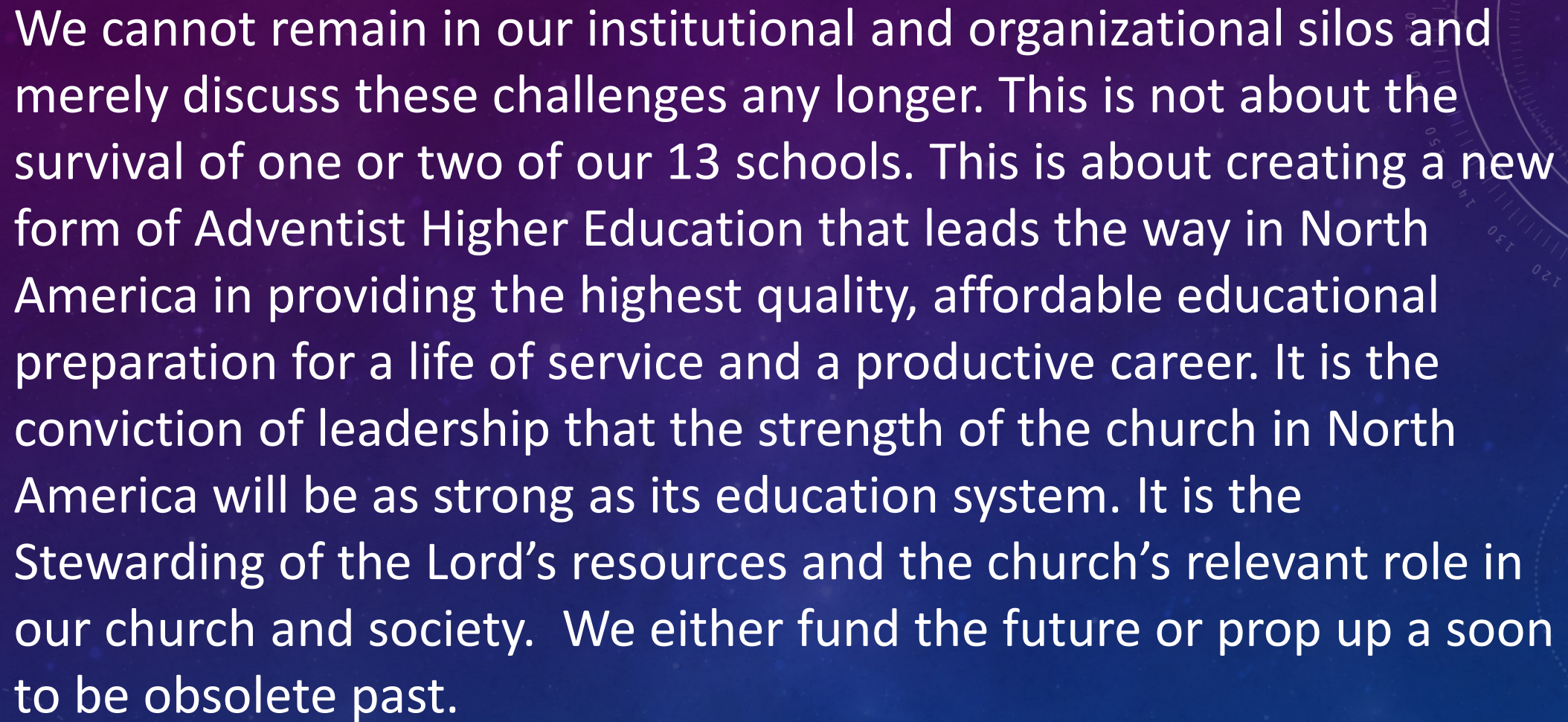




- “I installed the peephole backwards ...
- Now, all my troubles seem so far away.”

CASE STATEMENT – VOTED by NADHEC

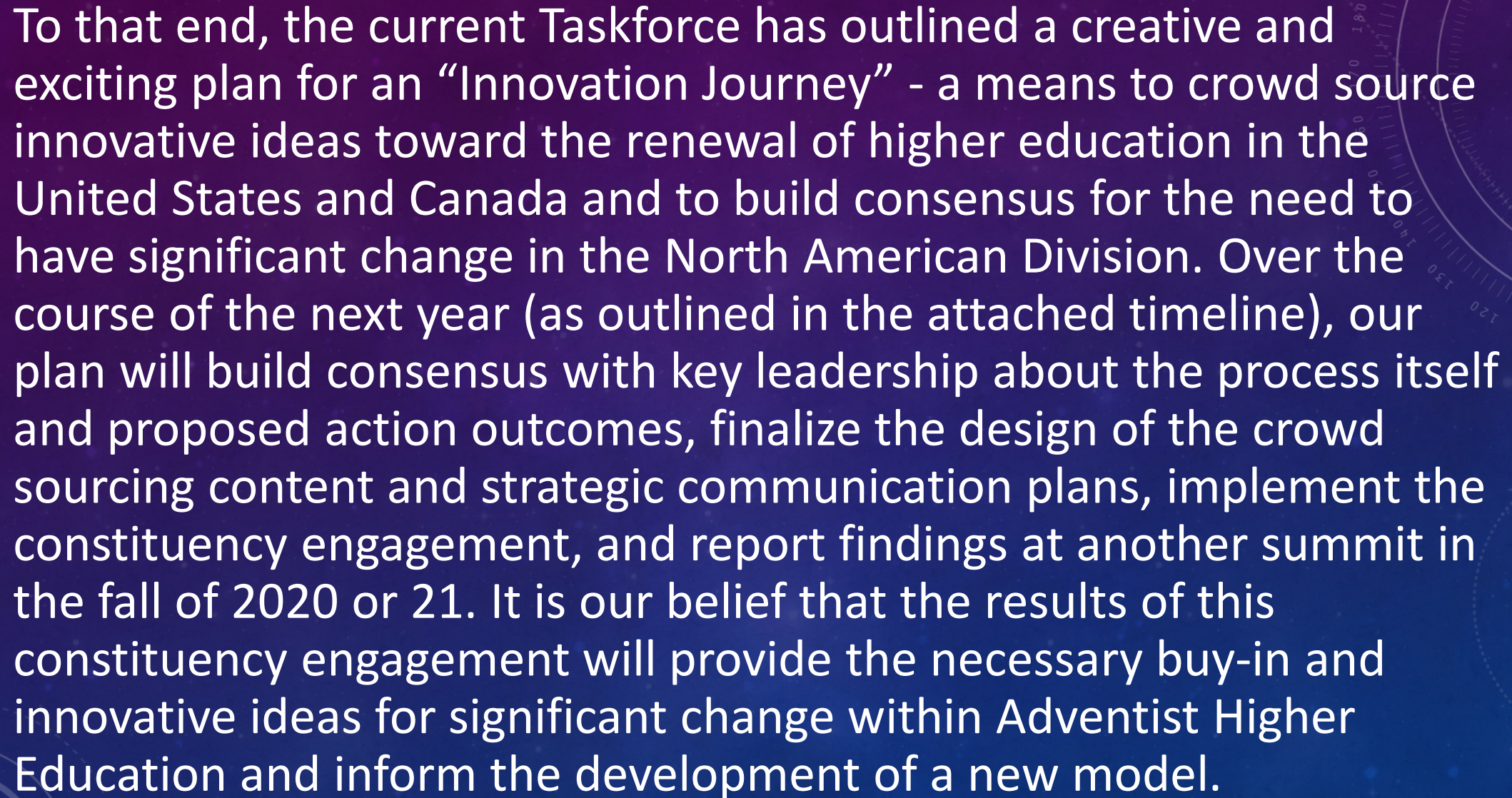
Higher education is now fully experiencing true “disruption,” fueled by dramatic demographic changes, increasing costs, multiple options for acquiring content and skill expertise, and intensifying questions about proof of investment and readiness for careers. Adventist Higher Education is not immune to these pressures. In the last 7 years higher education enrollment has declined by 14% averaging a loss of 548 students a year. (633 students down in fall of 2019) While national enrollment demographics are radically changing along with projected college-going populations, Adventist P-12 education is not experiencing the growth they have historically. The writing is on the wall: Adventist Higher Education will be drastically different in 2030. We either pivot toward a new model or face a future of incremental efforts for change with likely substantive declines, increased financial subsidies and a severely marginalized educational offering.



We cannot remain in our institutional and organizational silos and merely discuss these challenges any longer. This is not about the survival of one or two of our 13 schools. This is about creating a new form of Adventist Higher Education that leads the way in North America in providing the highest quality, affordable educational preparation for a life of service and a productive career. It is the conviction of leadership that the strength of the church in North America will be as strong as its education system. It is the Stewarding of the Lord's resources and the church's relevant role in our church and society. We either fund the future or prop up a soon to be obsolete past.

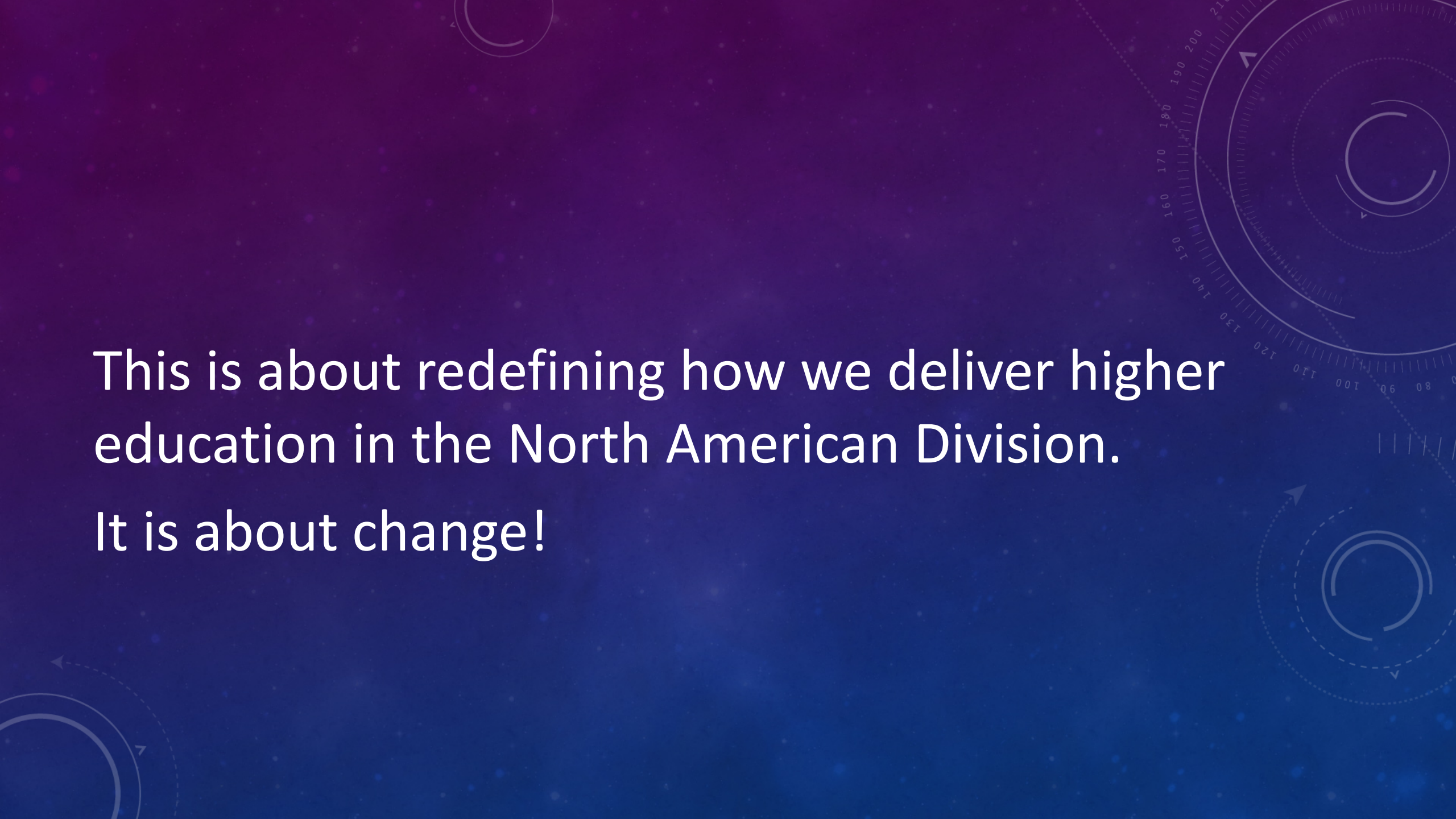
Leadership is unable to build and implement the substantive changes needed for a thriving future without the understanding, help, and creative ideas of the very constituencies they are trying to serve.

Rather than meeting yet again with various higher education expertise, it is time to engage our constituencies in the solution. We believe it is critical to fully update our dedicated constituencies about both the realities of higher education and the current state of our 13 institutions. We must engage their creativity, build their support for change, and ensure the vision of the future for Adventist Higher Education reflects their values and meets their needs.



To that end, the current Taskforce has outlined a creative and exciting plan for an “Innovation Journey” - a means to crowd source innovative ideas toward the renewal of higher education in the United States and Canada and to build consensus for the need to have significant change in the North American Division. Over the course of the next year (as outlined in the attached timeline), our plan will build consensus with key leadership about the process itself and proposed action outcomes, finalize the design of the crowd sourcing content and strategic communication plans, implement the constituency engagement, and report findings at another summit in the fall of 2020 or 21. It is our belief that the results of this constituency engagement will provide the necessary buy-in and innovative ideas for significant change within Adventist Higher Education and inform the development of a new model.

- We must not relax in the belief that tomorrow will bring solutions, we can't gamble on the future. Today is the only reality we have, and the challenge we face is a defining moment we must not waste. We have abundant opportunities at this moment to present to the educational world the unique whole person education of the Seventh-day Adventist church.
- **We strongly urge national and institutional leadership to consider the financial and political support of this project as outlined in this document.**

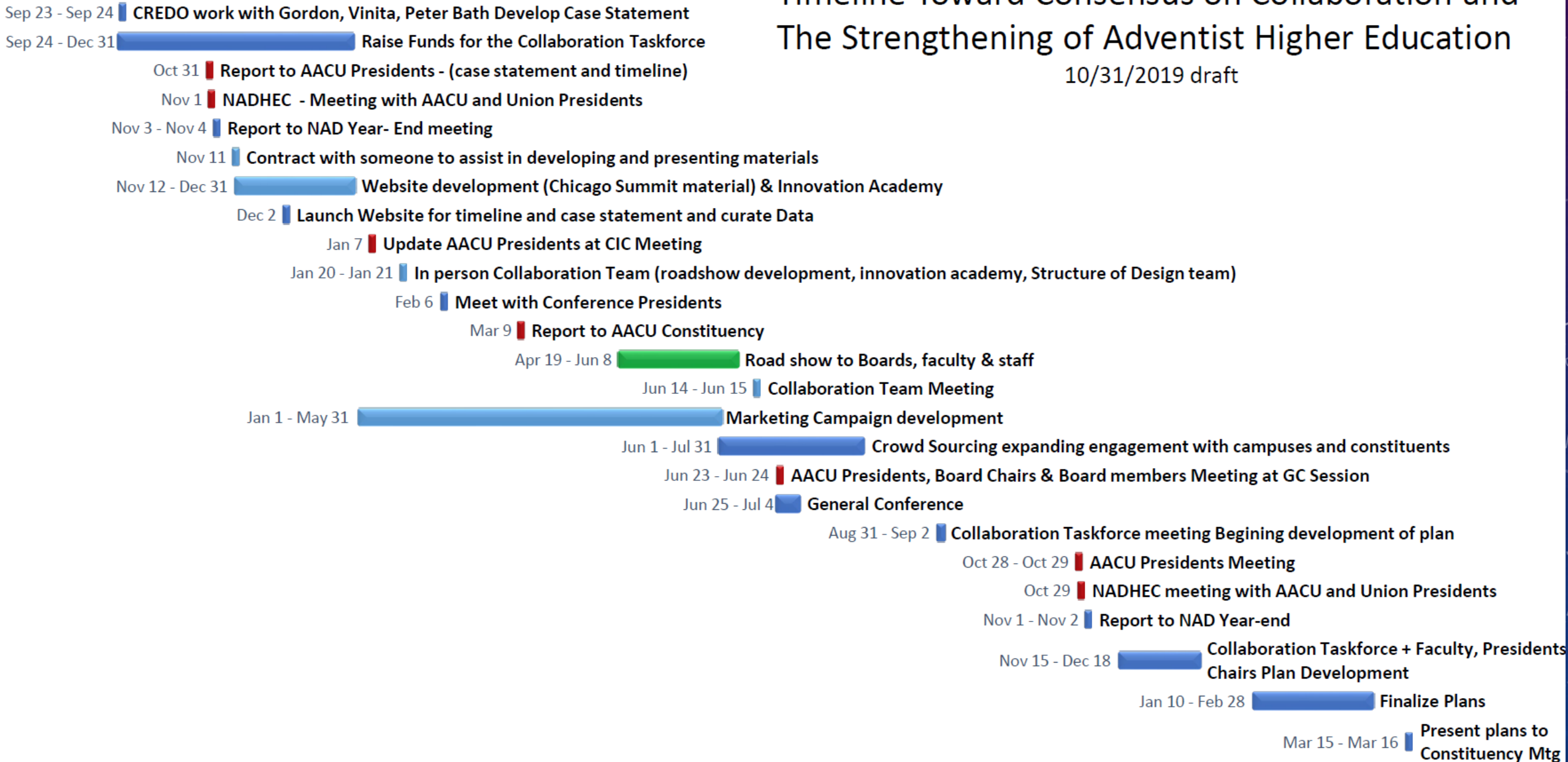
The background features a dark blue gradient with a field of small white dots. Several circular patterns are overlaid, including a large circular scale with numerical markings (100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200) and arrows, and other concentric circles with arrows indicating rotation.

This is about redefining how we deliver higher education in the North American Division.
It is about change!



Timeline Toward Consensus on Collaboration and The Strengthening of Adventist Higher Education

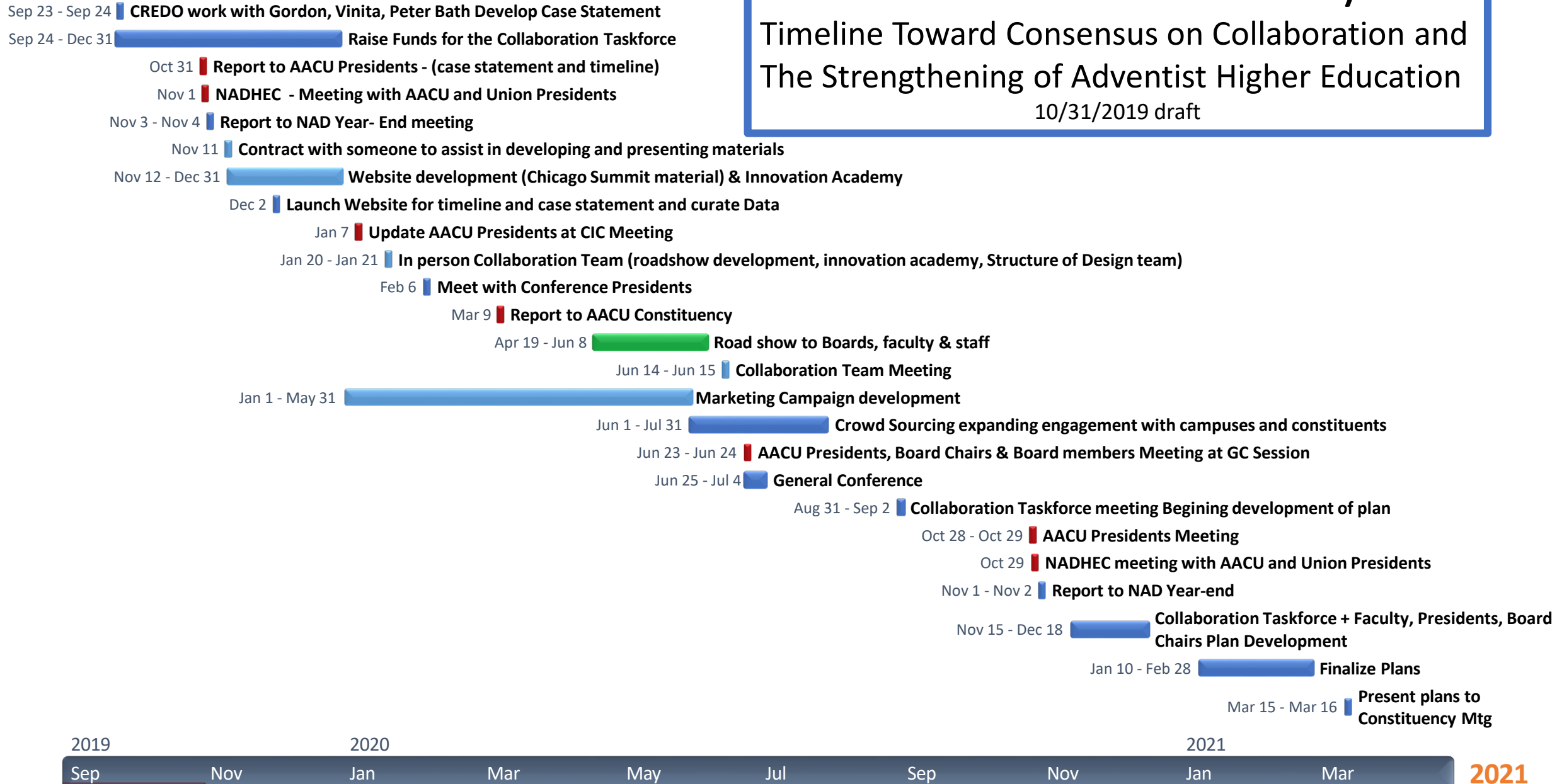
10/31/2019 draft



An Innovation Journey

Timeline Toward Consensus on Collaboration and The Strengthening of Adventist Higher Education

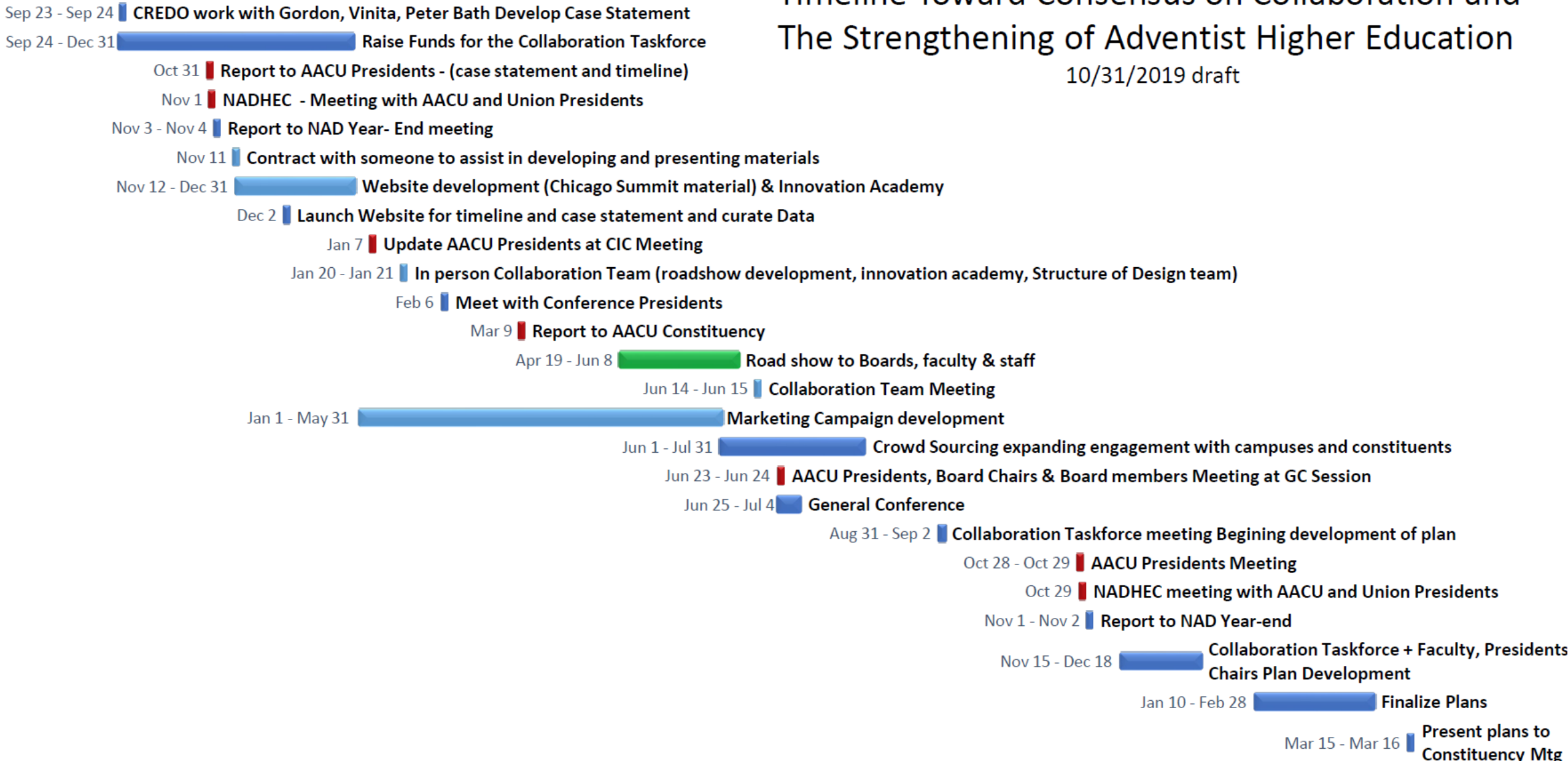
10/31/2019 draft



2021

Timeline Toward Consensus on Collaboration and The Strengthening of Adventist Higher Education

10/31/2019 draft



2019

2020

2021

Sep Nov Jan Mar May Jul Sep Nov Jan Mar

20



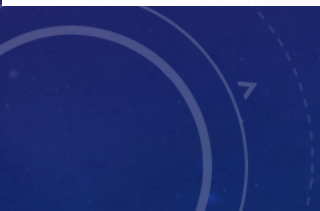
“What if we don’t change at all ...
and something magical just happens?”

I MOVE:

That the North American Division Executive Committee affirm the general pathway outlined in:

“An Innovation Journey – Timeline Toward Consensus on Collaboration and the Strengthening of SDA Higher Education”

And bring a report to the NAD Year-end Meeting of 2020.



The background is a dark blue gradient with a field of small white stars. Overlaid on this are several technical diagrams in a lighter blue color. In the top right, there is a large circular diagram with concentric rings and a scale from 0 to 210. In the bottom right, there is a smaller circular diagram with dashed lines and arrows. In the bottom left, there is another circular diagram with solid lines and arrows. In the top left, there is a small circular diagram with a dashed line and an arrow.

The End