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Baptist College Administrators Challenged to Respond to a Changing World

“Traditional religiously affiliated colleges in America could become an endangered species if we do not respond to a rapidly changing world” 200 top administrators from 38 Baptist colleges and universities were cautioned.

Bob Andringa, president of the Council for Christian Colleges and Universities (CCCU), Washington, D.C., was one of three national higher educa-

tion leaders who delivered addresses during the annual meeting of the Association of Southern Baptist Colleges and Schools in San Antonio, Texas, June 5-7.

The Hester lecturers challenged, informed and praised the Baptist college administrators by addressing issues critical to the survival and success of Christian higher education.

Andringa who discussed the value of working together within the larger Christian college family said “The big challenges to our current fairly steady state revolve around three themes: cost, competition and Christianity. One antidote is collaboration.”

“Our costs are becoming unaffordable to most people. The competition from

(continued on page 2)

Norman A. Wiggins Named Outstanding Educator; Ron Ellis Elected ASBCS Board Chair

During the annual meeting and workshops of the Association of Southern Baptist Colleges and Schools (ASBCS) the 16-member board of directors elected officers, proposed a budget of \$254,890 and named Norman A. Wiggins, president emeritus of Campbell University, as recipient of the Charles D Johnson Outstanding Educator Award.

The award will be officially presented to Wiggins at Campbell University later this year.

The Board elected Ron Ellis, president, California Baptist University as board chair for 2005-06. Jim Netherton, president of Carson-Newman College was elected vice-chair/chair-elect; and Richard Parker, CFO, Houston Baptist University was elected recording secretary.

The elections came during the Association’s annual meeting and workshops June 5-7 in San Antonio, Texas.

In other business the Board of Directors nominated five new board members. Four were nominated for terms expiring 2009 and one was nominated to fill a position vacated by the unexpired term of David Jeffrey of Baylor who resigned because he is no longer the CAO.

The five new board members were elected during the annual ASBCS business luncheon June 6 by the full ASBCS

membership consisting of the president and chief academic officer from each of the 53 member schools.

Those elected for terms expiring in 2009 include: Lee Royce, president, Mississippi College; Dan Lunsford, president, Mars Hill College; Carla Sanderson, provost, Union University; and Carlisle Driggers, executive director, South Carolina Baptist Convention

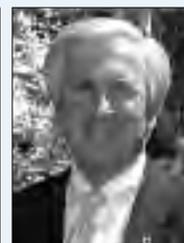
Elizabeth Gomez, CAO, Bluefield College was elected to fill the unexpired term ending in June 2007.

The full membership also adopted the proposed budget, heard an annual report from Bob Agee, ASBCS executive director (see comment column on page 3), and chose June 3-5 in San Diego, Calif., as the date and site for the 2007 annual meeting. California Baptist University and President Ron Ellis will host the meeting.

During his report Agee said that ASBCS was working with Baylor to fund, plan and conduct a conclave of about 50 Baptist educators who would work on long range goals and mission statements for Baptist higher education. The conclave is scheduled for October 9-11, 2005 at the Renaissance Ross Bridge Resort in Birmingham, Ala.



Ron Ellis



James Netherton



Richard Parker

The 2006 annual meeting and workshops are scheduled for June 4-6 at the Embassy Suites Convention Center in Charleston, South Carolina. Charleston Southern University and President Jairy Hunter will host the meeting. The annual reception and banquet will be held on the Charleston Southern Campus.

Board members also selected December 5 for the mid-year board meeting and dessert reception during the Southern Association of Colleges and Schools meeting at the Hyatt Regency in Atlanta, Georgia. The dinner meeting of the board is scheduled from 5-7 p.m. and the reception—open to all ASBCS faculty and staff in attendance—will be from 8-9 p.m.

During the annual meeting, the Baptist college administrators representing seven administrative areas of work attended focused workshops that provided continuing education in their specific areas of responsibility. ■

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Administrators Challenged...

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lower-cost publics and for-profits, here and soon from abroad, is steadily increasing.

"Our Christ-centeredness, while the heart of our distinctive and critical to the mission success that we enjoy today, also prompts a set of legal, political and public

"Without question, securing and maintaining adequate finances would be the number one challenge (to accreditation), not just for Christian colleges, but for all private institutions," —Jim Rogers

relations factors that may marginalize our future. We must engage in more collaboration if we hope to be viable, thriving institutions 20 years from now," he said (see full reprint of Andringa's address beginning on page 4 of this issue).

Jim Rogers, president of the Commission of Colleges(COC) for the Southern Association of Colleges and Schools (SACS) outlined accreditation issues facing Christian colleges and universities.

"Without question, securing and maintaining adequate finances would be the number one challenge (to accreditation), not just for Christian colleges, but for all private institutions," Rogers said. "I know of no other challenge of greater significance or that will contribute more to the long-term survival of your institutions than securing and ensuring adequate financial support."

Rogers outlined four other special challenges that he said faith-based institutions face as they conduct their business and live up to the agreed-upon expectations of the higher education community.

He said those challenges include:

1. Being true to your mission during a time of tremendous change in higher education;
2. Maintaining a healthy relationship with the denomination while at the same time asserting autonomy;
3. Balancing independence with public accountability; and
4. Dealing with special pressures facing faith-based institutions including the financial vulnerability to a changing mar-

ket and economic downturns; the dependence on enrollment numbers for financial stability; and the temptation to expand offerings as a way of attracting students, even though the institution may not have the personnel or other resources to do so.

Rogers full address will be published in the fourth quarter 2005 issue of *The Southern Baptist Educator*.

David Warren, president of the National Association of Independent Colleges and Universities (NAICU), headquartered in Washington, D.C., said there are key public policy issues facing independent colleges and universities. Those issues involve financing, regulations, accountability, faculty tenure, technology, restructuring or downsizing, affirmative action in admissions and hiring and demographic trends including age, culture and race.

"Like health care, higher education must find ways to reduce the rate of increase of costs while maintaining both quality and access," Warren said. "Every institution must answer core questions: whom will we teach, what will we teach, how will we teach, who will be the teachers, what will be the cost and how will that cost be paid?"

"There continues to be some misunderstanding about independent colleges and universities as to how they operate and how they contribute to the great strength of American higher education," Warren said.

"All of us who are committed to independent institutions must make new

"There continues to be some misunderstanding about independent colleges and universities as to how they operate and how they contribute to the great strength of American higher education." —David Warren

efforts to understand and to explain to others their financing, their distinctive contributions to American society, and their heroic efforts to serve talented and willing students without regard to their personal economic circumstances."

Warren's full address will be published in the first quarter 2006 issue of *The Southern Baptist Educator*. ■

COMMENT: Executive Director's Annual Report

Bob R. Agee, Executive Director, ASBCS



The annual meeting of the Association of Southern Baptist Colleges and Schools in San Antonio drew more than 200 participants representing 38 schools.

The Hester Lectures were thought-provoking and challenging. As we heard from people like David Warren, Bob Andringa and Jim Rogers, we were made aware that we are living in potentially perilous times for private Christian higher education.



Bob R. Agee

I came away with a renewed conviction that we need to be more vigilant, better informed, and more strategically engaged with the larger world of higher education than we've ever been. On every front, from Congress to the U.S. Department of Education, to the whole arena of accreditation concerns, we must find ways to work together with others who share our values and concerns to make sure we can continue to be free to be unapologetically and intentionally Christian.

It was my privilege to give my annual report to the ASBCS Board of Directors and later to the business luncheon attended by presidents and chief academic officers. Among the important items shared was this information:

The days when our schools can live as isolated institutions are past. It is more critically important today that we work together as representatives of an important sector of the higher education community. The ASBCS is alive and well, working in behalf of our schools in the arena of public policy monitoring; representing our concerns and values within the NAICU Secretariat; developing collaborative efforts through which our schools can save money; promoting the importance of faith and learning emphases on our campuses; providing consultation as needed and developing relationships with key vendors and services that can benefit our schools.

Our web site (www.baptistschools.org) has become a major gateway for individuals and families seeking to know more about our schools. Over the past 12 months there have been more than 550,000 hits on the site, most of them coming from prospective students and/or parents who are searching for information about Baptist colleges or universities. Our schools are reporting that the

"position opening bulletin board" is providing a useful service in the search for faculty and administrative staff.

During the summer, with the help of our corporate partner Sallie Mae, we will install a new feature on our Web site that is designed specifically to assist prospective students in choosing one of our schools. The new feature will provide information on financial aid, how to apply and why to choose a Baptist school and will feature testimonies from alumni. A set of services on the Web site will assist alumni and current students in career planning, assistance in paying off student loans, and in job search. We believe this will encourage more prospective students to attend one of our colleges or universities.

Encourage those who are working on their terminal degrees to contact the ASBCS for information on the loan/scholarship program.

With the guidance and help of our corporate partner The Learninghouse, over the next year we will develop a virtual professional development institute that will be accessed through our Web site. The professional development institute will provide in-depth materials for presidents, chief academic officers, chief development officers, chief financial officers, chief student affairs officers, trustees and faculty. The components will be developed by key leaders from among our schools who will share their perspective on how to be effective in the various professional arenas. As part of the institute, we will also offer a virtual bookstore that will feature faith and learning and faith and disciplines books to aid our campuses in their efforts to incorporate these emphases into their professional development programs.

Also, between now and our June 2006 meeting, the ASBCS Board will be developing a recommended statement of mission, statement of core values, vision statement, and set of goals that will guide the work of the Association for the coming years. This will be a strategic step for the Association's future.

Growing out of the jointly sponsored "Future of Baptist Higher Education" conference held at Baylor this past April, there have been numerous calls and encouragement for us to continue the effort to develop a more formal statement describing a theological/philosophical framework for Christian/Baptist higher education. In

response to those requests, the ASBCS will once again join with Baylor in sponsoring a conclave of representatives from most of our schools to try to develop some concepts and materials that we can recommend to our schools for their consideration as they seek to be more intentionally Christian in the years to come. As one president commented, "We are no longer living in the 1950s." We must be more thoughtful and intentional as we shape the ethos and culture of our institutions to be a positive and Christ-honoring influence in our world. The conclave will meet in October for three days of intensive work to craft helpful material.

Our schools need to be aware that the Tuition Exchange Program is alive and functioning among our schools. This is an excellent fringe benefit to offer our faculty and administrative staff, and we want to continue to work hard to keep it functional. The cooperation and assistance that our schools provide to one another is of great value.

Various loan/scholarship funds are available to the faculty and administrators within our family of schools to help people complete their doctorates. The Southern Baptist Foundation administers the funds, and a committee of three makes the decisions about awards. Funds are also available for post-doctoral research when faculty are on sabbatical leave. Literally tens of thousands of dollars are awarded annually to faculty and staff. The funds are issued as a loan that can be paid back with service within one of our member schools. Encourage those who are working on their terminal degrees to contact the ASBCS for information on the loan/scholarship program.

The ASBCS has participated in a major national effort over the past couple of years to establish a national Faculty Recruitment Network that will build a database of Christian faculty and staff who are interested in teaching or working in Christian institutions. Nathan Hatch, then Provost at Notre Dame and now president of Wake Forest University, led in forming the Network.

I will be serving on the Board of Directors of the FRN as will Carla Sanderson, Provost at Union University. By fall 2005, the Faculty Recruitment Network should be operational. We will send you more specific information as the program takes final shape. It should be a valuable service to all our schools."

The ASBCS is alive and at work in your behalf. It is a privilege to serve you and your schools and to serve the cause of Christian higher education. ■

The Value of Working Together within the

Editor's note: This lecture was presented at the Association of Southern Baptist Colleges and Schools annual meeting and workshops in San Antonio, Texas, June 6, 2005 by Robert C. Andringa, President of the Council for Christian Colleges & Universities. Andringa was one of three presenters of the annual ASBCS Hester Lectures.

by Robert C. Andringa

The world is flat! Best-selling author and *New York Times* columnist Tom Friedman again catches our attention with his recent book, *The World is Flat: A Brief History of the Twenty-First Century*. Friedman is building the case that the world—particularly those organizations in the knowledge business—is becoming an even playing field, thus flat.

Here is one of many memorable trends that make his point. In 2003, approximately 25,000 U.S. tax returns were actually completed under contract in India. In 2004, the number jumped to 100,000 and this year the prediction is 400,000. There are many things we thought could be done only in America and by Americans that are now being done far off, usually cheaper and sometimes better. Is higher education ready to listen and learn?



Robert Andringa

The thesis I would like to pursue is that traditional religiously affiliated colleges in America could become an endangered species if we do not respond to a rapidly changing world. The big challenges to our current fairly steady state revolve around three themes: cost, competition and Christianity. One antidote is collaboration. Briefly, our costs are becoming unaffordable to most people. The competition from lower-cost publics and for-profits, here and soon from abroad, is steadily increasing. Our Christ-centeredness, while the heart of our distinctive and critical-to-the-mission success that we enjoy today, also prompts a set of legal, political and public relations factors that may marginalize our future. We must engage in more collaboration if we hope to be viable, thriving institutions 20 years from now.

To build context, I'll start with a profile of American postsecondary education. The federal government recognizes 6,350 institutions whose students are eligible for federal student aid. Of these institutions, 4,200 are degree-granting. Among those, 1,600 are four-year *independent* colleges that have done pretty well holding their own in terms of enrollment and competition for faculty and dollars. Their share of approximately 20 percent of all enrolled students has not moved dramatically for some time. In addition to these 1,600 degree-granting independents are 800 accredited and degree-granting *for profit* institutions. The media and Congressional proposals have made us more and more aware of them and we watch their progress with great interest.

I want to focus on a subset of the 1,600 independent colleges we will call religiously affiliated colleges. Most of these 900 have fewer than 3,000 students, have low endowments, and continually approve rising higher tuitions to meet increasing costs.

They are often located outside of our urban centers, dependent on traditional, residential students, lacking the resources to launch competitive distance education and attracting too few of the ethnic minority students who make up the bulk of new enrollees.

I spent several months e-mailing colleagues who try to keep abreast of these religious colleges, including denominational associations like this one. We now have a list of 22 denominations or fellowships that have five or more campuses. Add the other denominational and non-denominational colleges plus seminaries and we see that at least 900 campuses fall on a continuum from theologically conservative Bible colleges to major research universities whose religious affiliation is but a footnote in their catalog.

The Catholic colleges number 220. Next come the Methodists at 108 followed by Presbyterian/USA campuses at 65, and the Rabbinical and Talmudic schools at 56 and ASBCS Southern Baptist-related schools at 53. Surprisingly, it was difficult to get leaders in some denominations to agree on whether this or that campus was in or out of the fold. In addition, some seminaries are under the same board as a college and some share a campus with an undergraduate school but are governed by a separate board.

The point we try to make with Congress and the media is that religious colleges in the U.S. have been part of our history since

Harvard was founded in 1636 and, hopefully, are here to stay. Most people appreciate our contribution to the diversity of institutions that we brag about here and abroad.

Although I meet twice each year with a group called Executives in Church-Related Higher Education, this sector has never found ways to organize so that we could be a moral force or a political force. I think the 900 are far too diverse to hope that we could change that history in our life times.

In some ways this is sad because the potential to be moral, spiritual and political forces for social justice based on biblical precepts is surely an idea with some power.

When these Executives in Church-Related Higher Education meet, we always go around the table and share what is going on in our organizations. Most in the group are senior executives of denominations with a few or many institutions. Some, like the ASBCS, are organized separate from the denomination and have a leader like Bob Agee to help coordinate meetings and common goals. Others are hired by the denomination to coordinate a few meetings of their college leaders. Among those that seem to be most active are the Nazarenes, the two Lutheran associations, the Catholics, Mennonites, the Seventh Day Adventists, the Church of Christ campuses (although without any denominational staff to help them) and a group of

The thesis I would like to pursue is that traditional religiously affiliated colleges in America could become an endangered species if we do not respond to a rapidly changing world.

Larger Christian College Community

Reformed campuses. We welcome the leader of the 56 Talmudic and Rabbinical Colleges whenever he can come. I know of only one Buddhist campus and maybe one Muslim college in the U.S., but we have not connected with them yet. Some years back the group decided that its focus was on Christian colleges.

The diversity among the different groups is striking, yet the group feels camaraderie because we all deal with matters of faith and churches and denominations. As the executives give their brief reports on Christian higher education from their perspective three things stand out for me from a decade of these reports:

Denominations are sending less and less money to their colleges.

Local churches do little to encourage their high school students to attend a denominational college, with a few notable exceptions, namely Baptists, Nazarenes, Lutherans, Seventh Day Adventists, Mennonites and Christian Reformed.

Everyone notes the decreasing biblical literacy of each class of freshmen.

The more mainline denominations are reducing their higher education staff and many of their campuses are moving away from much of any real connection to the denomination.

At the same time as these weakening college-denomination ties are more visible, three associations of multi-denominational campuses are thriving: the Association of Biblical Higher Education (formerly the Accrediting Association of Bible Colleges), which is both an accrediting and programmatic association of more than 140 campuses with roots in the Bible college movement (see www.abhe.org for more information); the Association of Theological Schools, with approximately 250 U.S. campus-affiliated and independent seminaries; and the Council for Christian Colleges & Universities, which I have the honor of serving and which now has 131 members and affiliates in the United States (see www.cccu.org for further information) and 44 additional campuses in another 23 countries.

The dynamics within these three organizations are, of course, considerably different from the dynamics of the denominational organizations. For one thing, we focus on our oneness in Christ and stay clear of the interesting controversies around theology, doctrine, polity and politics that can capture the time and energy of campus leaders trying to keep strong their denominational relations. In my 11 years with the CCCU, I am amazed at the healthy Christ-centered spirit of our gatherings without the distractions of theological differences. We are, first, a higher education association, but all we do is to advance the cause of our united but diverse institutions.

With that as context, my assignment for this address is to enter into a conversation with you about the challenges and possibilities for further collaboration among Christian colleges. Almost every college belongs to state, regional and national associations of one type or another. That is good. But why discuss collaboration among just the Christian colleges?

Because of the diversity of the many denominations and non-denominational campuses, it will be easier for me – and more accurate – to focus on what I will call the intentionally-Christian campuses. These are the campuses, like most in this

association, which take their faith heritage seriously. To be intentional does not mean coming out in the same place on questions of relating biblical faith to scholarship and service. But for us to imagine meaningful collaboration, these intentionally Christian campuses should share most of these eight characteristics:

- Some or all trustees who profess faith in Jesus Christ.
- A mission statement consistent with the religious heritage of the campus.
- A president whose faith guides his or her leadership.
- Faculty who embrace and contribute to the spiritual mission of the campus.
- Curricular and co-curricular offerings which naturally include and welcome biblical principles and knowledge.
- Professional development initiatives which help faculty and staff grow in their ability to help students learn and live according to biblical precepts.
- Campus marketing and communications which appropriately relate academics and spiritual formation as distinctives of the campus.
- Students who, while perhaps not committed Christians themselves, understand that character development from a Christian worldview is a normal part of campus life.

At the undergraduate level, it is safe to say that approximately 400-500 fully accredited campuses believe that they meet most of those distinctives. Southern Baptist-related colleges, like many denominational groups, vary greatly among themselves on the strength of each distinctive.

With this sector of higher education defined, the question is: Why should Christian colleges consider greater collaboration? We all know that the days are long gone when a campus could thrive without strategic affiliations with other organizations. I admire the work of the American Council on Education, the National Association of Independent Colleges and Universities, the Council of Independent Colleges, the Association of Governing Boards, the Council for the Advancement and Support of Education, the National Association of College and University Business Officers and several other associations to which campuses pay dues to belong. I wish our members could afford to belong to all of these and several other groups which add value to campus life.

I meet monthly with the chief executives of 50 of the largest national associations to stay abreast of issues and coordinate our message on federal legislation and other matters. Then there are state associations of independent colleges to which most of you belong, plus many more specialized organizations

The more mainline denominations are reducing their higher education staff and many of their campuses are moving away from much of any real connection to the denomination.

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The Value of Working Together...

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such as accrediting bodies and library consortia. Don't even think about the cost in time and budgets that go into the myriad of higher education associations!

With so many associations, let's focus now on why the intentionally Christian colleges should put a higher premium on working together. I would suggest these reasons:

A. Biblical values—as part of the Body of Christ, we are called to be united in heart and mind.

B. Effectiveness—no campus can achieve its faith-related mission without collaboration and strategic alliances.

C. Efficiency—collaboration among campuses with similar missions can save every campus from doing alone what many could do better and for less cost

D. Necessity—no one else is looking out for religious liberties essential to maintain our distinctives or to how we market, prepare and produce Christian education.

After 40 years of focusing on higher education as a sector, I have never felt as much urgency for Christian colleges to focus together on two broad areas that no one else will do for us:

- (1) Protect our First Amendment freedoms, and
- (2) assess the economic viability of the traditional, residential Christian college model.

Mission trips and tourist visits to other nations are good, but not nearly as transforming as a minimum of one semester of immersion in a culture, studying the language, history, economy, politics and religion of another area of the world.

If for no other reasons, I believe we must strategize, study and move in concert on these two areas. But there are many other positive reasons to band together in common cause.

Let me lay those out briefly, drawing somewhat on things that the Council already does for those Christian colleges which have joined our association:

1. Government relations. Every Christian college has become dependent on federal student aid, and less so on state student aid. The federal student aid benefit is not at risk except many in Congress do not want federal aid going to any organization which hires based on religion. This issue is very contentious right now. And one of our members in Colorado has been deemed “too religious” to qualify for the state's student aid. We must be very vigilant in Congress and the courts to protect this right to hire. Other associations, like NAICU, do a great job of representing us on many other government relations challenges and we must be actively supporting them on most issues. But religious colleges are pretty much on their own when legislative or court decisions address our particular distinctives.

2. Technology. We have no idea where new technologies will take us, but we know that every college cannot afford to keep ahead of the curve. It makes sense that Christian colleges should look at shared course development and delivery, espe-

cially if we embrace a kingdom vision to serve the booming Church in the southern hemisphere. Why not build more local courses around “mass use” digital media that provide the best of the best teaching in order to free faculty time for other work?

3. Study abroad. Sandy Astin's freshmen surveys show that approximately 50 percent of incoming freshmen desire to study abroad; yet only about 3 percent get that life-changing opportunity. Mission trips and tourist visits to other nations are good, but not nearly as transforming as a minimum of one semester of immersion in a culture, studying the language, history, economy, politics and religion of another area of the world. The CCCU served 720 students last year in first rate semester study programs in 8 nations. There is so much more Christian colleges could do together in this area.

4. Faculty and staff recruitment. There are an increasing number of graduate school students who want to teach at a place where personal faith and scholarly interests are not seen as incompatible. Our Career Center is the most visited part of our Web site. It is free to our members and affiliates and generates applications from around the world. We can do more to encourage our best students to go on to graduate school, with mentors, as they prepare for a future in Christian higher education.

5. Faculty and staff professional development. Administrators and faculty learn best from peers. We host more than 20 conferences, workshops and institutes each year. People from denominational schools invariably respond with something like, “It is so refreshing to learn best practices from people who share the same faith but who are outside my denominational community.” There are few conferences in America where the freedom to relate faith to professional development are hosted except by associations of Christian colleges. I believe multi-denominational gatherings do have more creativity, freshness and learning than most denominational meetings.

6. Staff benefits. With the increasing cost of insurance and other staff benefits, I believe there will come a day, and soon, where like-minded campuses will see opportunities to deliver better benefits to faculty and staff and at a lower cost. The more who participate, the better the results. We are hoping for federal legislation that will allow national associations to offer health insurance, now limited to some state associations. Our faculty should qualify for preferred rates, don't you think?

7. Faculty and student exchanges. We all grow by exposure to different points of view and experience in different places. We can do much better in arranging for off-campus experiences at other Christian colleges around the world. We have begun providing fellowships for our veteran leaders to travel to our affiliate campuses in the third world. I wish we could send hundreds rather than a handful. This would help all campuses in recruitment and retention of good people who want to see the world beyond their home campuses.

8. Tuition waiver program. College employees usually put a high value on the opportunity to send their children to sister institutions tuition free, or heavily subsidized. We have about 80 of our members who participate in our tuition waiver exchange program. It is a marvelous program for faculty and staff who want their children to attend a Christian college away from mom's or dad's employer.

Cooperative fund-raising. A few state independent college associations collaborate on fund raising. All of us stand in awe at the more than \$1 billion raised collaboratively by the United Negro College Fund. We dream of motivating Christians who may not have attended our colleges, but see real value in them, to rally behind our financial needs. We incorporated a new United Christian College Fund to try to tap major donors who see and understand our distinctive. It is the Council's fund raising arm and we hope it is successful.

Shared expertise. One of the things that encourages me most is to hear of our presidents, vice presidents, faculty and even students who met at a CCCU event re-connect for all kinds of mutual benefits. This networking among Christian college employees who feel a bond of trust and mutual faith is powerful in its own right. I even see Baptists arranging to get together with peers from Wesleyan, Anabaptist, Reformed and even Catholic campuses after meeting together at a CCCU event. That's encouraging!

Collaborative Marketing. Prospective students and their parents face a daunting task in researching colleges and how to pay for the education. We have had some success in national marketing to point students to Christian campuses which offer the academic and other programs attractive to them. But more can be done.

Cooperative Purchasing. While there are other groups any campus can join to realize the purchasing power of larger numbers, I believe a few hundred Christian colleges might find business partners like publishing houses, health insurance companies, and others who prefer to work with faith-based people and organizations.

There are other collaborative strategies we could discuss, but I hope these eleven have made a good case for greater vision and cooperation in areas that can make a difference.

Now we should acknowledge that collaboration entails some risks and challenges. None are insurmountable, but we would not be right in neglecting to mention them.

Loss of complete control. Collaboration by definition means looking for those win-win opportunities that require each party to give up perhaps something important.

Constituent misunderstanding. I continue to be surprised, but shouldn't be after so many years in this job, to hear of donors, trustees or denominational leaders who question so much interaction with fellow believers from other Christian faith heritages. Even when all minds and hearts are together on a general goal, there is room for individual differences of opinion and for miscommunication. It hurts, does it not, when Christians differ more among themselves than between their own and a totally secular group.

Costs. Unexpected costs and responsibilities often crop up in new collaborative initiatives. But what is new, right? That happens with campus-based programs all the time.

After working with various collaboratives over the years, including consultation with a couple hundred nonprofit organizations, I believe the advantages of working together far outweigh the disadvantages. Reflections on my experience with them show that some collaboration seem to be far more successful than others. What makes for success?

Agree in advance and in writing on roles and responsibilities for each party.

Trust among all parties is certainly the foundation upon which success happens.

Only those ideas that are win-win should be adopted.

A pre-determined process for resolving conflict is important.

All parties should provide seed funding or in-kind services so all have a stake in success.

Another element of this topic is to look at partners in collaboration beyond a group of Christian colleges. For example, rather than getting into the publishing business ourselves, the CCCU has a partnership with Baker Books for our own imprint called Renewed Minds. When several campuses expressed interest in selling cold beverage pouring rights, we partnered with a consulting firm that did nothing but that kind of negotiations. We are currently working with two consulting firms to generate financial ratios for all 105 member campuses. And we work with Sallie Mae to design programs and services which respond to the needs of our campuses. Whether in government relations or in the provision of services, we are willing to join with others for a clear common cause, even when they do not share our Christ-centered mission.

There are other Christian entities in the world who often would welcome the chance for closer collaboration. Many of the nation's 350,000 local churches would be willing to explore collaboration with one or several Christian colleges. Christian radio or TV stations might want to partner in creating programs that tap faculty expertise on campus. Publishing houses, insurance companies and other businesses could be good candidates. What most of them want is a large group of campuses and, often, no specific denomination that would require them to defend their action with other denominations. May I suggest that Baptist colleges and others miss out on many good opportunities because of reluctance to join arms with people and organizations from another faith tribe.

The forms of collaboration we consider can take many forms. Here are the most obvious:

1. Incorporated associations like the CCCU
2. Informal consortia working from a memorandum of understanding
3. Joint ventures between one or more colleges and another group
4. Public-private ventures with clear win-win roles for each party
5. Ad hoc, task specific collaborations which achieve a goal and disband
6. For-profit or not-for-profit subsidiaries of existing organizations
7. Mergers among several institutions

I am indebted to Bob Agee, one of my former board members while he was president at Oklahoma Baptist University, to

(continued on page 8)

May I suggest that Baptist colleges and others miss out on many good opportunities because of reluctance to join arms with people and organizations from another faith tribe.

The Value of Working Together...

(continued from page 7)

David Dockery, my current board chair and president of Union University, for demonstrating leadership in collaboration among campuses within the Council for Christian Colleges & Universities as well as being loyal to their Baptist roles. I suggest that almost every Christian college president today has the challenge of honoring the religious heritage of one's own institution while reaching out to students, faculty, churches, associations and other organizations with different religious traditions. We must learn to redefine the meaning of denomination loyalty as the world changes. And I believe the world is saying "focus on the essentials of biblical faith and quit fighting among yourselves."

If I could close with a bit of a commercial, it is safe to say

that any campus with Southern Baptist ties could be either a member or affiliate if you saw the benefits in this kind of collaboration. We are unusual as an association in that we try to serve trustees, presidents, all vice presidents and some other administrators, faculty and students in our nearly 100 programs and services. We have 65 staff and a budget that approaches \$11 million.

I would be happy to talk to any of you with interest in joining the Council. Our board meets to act on applications at the end of this July, then again in March of 2006 prior to our International Forum on Christian Higher Education here in Texas. You can find thousands of pages about the Council and our resources at www.cccu.org.

Finally, let me thank all of you who responded to God's calling to be engaged in Christian higher education. May the Lord provide wisdom, grace, strength and humility as we seek new ways to fulfill our missions through working together. ■

Legal Notes:

Collegiate Risk Management Involves Different Duties for Different Publics



by **Jim Guenther**

There is a notion of the "traditional age" for students and a "traditional age" for retirement. Risk management involves understanding the legal duties which are owed by the school to various publics, and then working to reasonably discharge those duties. The youngest higher education students are seldom under eighteen; most students are adults. The oldest employees are usually in their sixties.

When colleges and universities fashion their risk management policies, they are usually thinking about risks to this population. The fact is, campuses host young children and the elderly and both groups pose special risks which ought not be ignored.

Risk management involves understanding the legal duties which are owed by the school to various publics, and then working to reasonably discharge those duties. It involves foreseeability—what might one reasonably expect to cause injury or damage.

The same duties are not owed to everyone. For example, the school owes duties to employees which are different from the duties the school owes when it is acting as something of an innkeeper with its students.

Similarly, a reasonable person (the fictional person by whom we are all measured when it comes to our duty of care) will foresee a need to take greater care when dealing with children. Upon reflection, one will recognize that the presence of the elderly pose special risks as well.

For example, uneven or broken sidewalks and those other hazards which cause slips and falls, are far more problematical for the elderly. The reasonable sidewalk maintainer would, for

example, foresee that an elderly person might be less sure-footed, not so quick to recover balance, and perhaps not so well-sighted.

Furthermore, the reasonable sidewalk maintainer would foresee that a fall for an elderly person might result in remarkable injuries because of brittle bones. So, given the elevated risk when the elderly use the sidewalk, more care is owed.

But, if special care is owed to the elderly, extraordinary care is owed to children. A reasonable person knows that children can be expected to do what would otherwise be the unexpected.

Every new study of brain development reminds us that children are not just little people. They don't think very well. And, when it comes to being campus-smart, they lack the experience to exercise that same care for their own safety which a reasonable person would expect from the "traditional age" student.

Every college and university invites onto its campus the elderly and children. Summer camp programs bring the children. Elder hostels, reunions, musicals, and grandparent visits bring the older folks.

So, the college administrator must exercise appropriate care for the safety of these persons. Collegiate risk management should foresee the special risks posed by these two age groups and adjust to address those risks. A failure to do so will have consequences at the court house. ■

Jim Guenther is a partner in the law firm of Guenther, Jordan & Price, P.C. in Nashville, Tennessee, (615) 329-2100.

Why Choose A Baptist College?

Editor's note: The following article is from a new service on the ASBCS website <www.baptistschools.org> and <www.baptistcolleges.org> entitled "Help for Students and Parents Planning and Preparing for College."

The service accessed on the ASBCS homepage is powered by ASBCS corporate sponsor Sallie Mae. The portal provides multiple resources for choosing a Baptist college or university with helps for planning and financing a college education. The service also provides resources and services for alumni of the 53 member schools of the ASBCS.

By Bob R. Agee

President Emeritus

of Oklahoma Baptist University
and

Executive Director of the Association
of Southern Baptist Colleges
and Schools

Early one Fall semester I was walking across campus and met a student whom I had not met. I spoke to him and began asking my usual questions: What's your name? Where are you from? What year is this for you? In the conversation he told me that he was a transfer student who had chosen to attend Oklahoma Baptist University rather than stay at the major state university where he had been enrolled. Out of curiosity I asked: "What prompted you to transfer?"

His answer caught me somewhat by surprise. He said, "I was sitting in a



math class with 700 other students being taught by a graduate assistant who could barely speak English. No one called the roll and I felt as if no one really cared whether or not I came to class. In a moment of frustration I looked around and concluded that if I'm going to get an education, I need to go somewhere that I can be assured of studying with a full-time professor in smaller classes where someone will genuinely care."

As the conversation continued, he made the comment that in the few weeks since the semester had begun he realized he had made the right choice. He talked about how impressed he was with the faculty in his classes and how much it meant to him to have people around him in the dorms and in the student center who seemed to really care about him as a person. That chat with the transfer student caused me to think even more deeply about the sales pitches I had delivered to prospective students through the years. Does it really make a difference where you choose to go to college? What should you look for when you are selecting a school?

Look for a college where the institutional mission statement talks about a "Christian" or "Christ-centered" emphasis. That statement will be found in the catalog and student handbook and the

school must demonstrate to accrediting agencies that they take specific and appropriate action to carry out their mission. When you talk with admissions counselors or other representatives of the college, ask about the steps that are taken to make the educational experience one that is truly Christ-centered.

Look for a college where quality classroom instruction is given a high priority. That usually expresses itself with relatively small classes taught by

Look for a college where the institution emphasizes high standards of morality, ethics and decency.

fully prepared professors. Large classes taught by graduate assistants generally end up being very impersonal and contribute significantly to high drop-out rates in schools where that is

the practice. What you experience in the classroom may well be the most important part of the college experience. The kind of faculty hired and the priority given to teaching will shape the atmosphere surrounding what takes place in the classroom.

Look for a college where the institution emphasizes high standards of morality, ethics and decency. We live in an "anything goes" society and all too often the atmosphere in colleges and universities are more mirrors of contemporary society than they are standard bearers of good. Check out the student handbook and look at the poli-

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Why Choose a Baptist College?...

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cies that regulate campus atmosphere and living conditions. When the school stands for Christian principles of conduct, the campus atmosphere and institutional focus will offer a climate where a person can flourish. A college or university which unashamedly attempts to incorporate the highest and best of Christian thinking and behavior into its institutional life will do more to educate the whole student than one where “anything goes”.

Look for a college or university where there is evidence that people will really care about students and their well-being. It's important that you feel that you matter to the administrators and to the faculty and that they are available to answer your questions or assist you when you need help. The years you spend getting your education are important for you. Over the years I've watched struggling students find a new sense of direction because a caring Christian professor took the time to help them with a problem or because a caring Christian administrator invested some time with a student.

The atmosphere on campus has a great deal to do with whether a student stays in school and perseveres to get his or her degree within the traditional four or five years. An intentionally, unapologetically Christian college is marked by an atmosphere where the students feel that they really are valued as persons and someone cares whether they make it or not.

One of the factors that distinguishes a Christian college from a secular institution is the attention given to and the value placed on spiritual growth and development at the same time they emphasize academic excellence.

Every human being needs to grow and develop intellectually, socially, professionally, emotionally, and spiritually. For the education experience to be all that it should be the school should take the “holistic” approach. In the Christian college there are no restrictions to prevent professors and the institutional climate from lifting the students' sights to look for the highest standard in every area of development.

Colleges and universities that emphasize spiritual growth and development



alongside intellectual and professional growth and development will be places where a student stands the best chance of becoming what God wants them to be.

Most colleges and universities are very comfortable with the task of imparting information with the hope that the student will absorb some of it and thus grow some intellectually. Everyone expects also that during the college experience a student will decide on a major and begin preparing for the world of work and thus they will emphasize professional or pre-professional development.

The variety of campus activities and services try to give attention to a student's psychological and social needs with the expectation that the student is going to mature some in his or her social skills. The area of development most often neglected is the area of spiritual growth and development. Wouldn't it be tragic to invest four or five critical years of your life developing the foundations to become an intellectual and professional giant and end up being a moral and spiritual midget because that part of your education was neglected?

A Christian campus takes a variety of approaches to emphasizing and nurtur-

ing the growth and development of the spiritual life. College sponsored chapel services, campus ministry sponsored evening worship and Bible study sessions, Bible studies in the dorms and mission service projects, are just a few of the kinds of activities available at a

Christian college or university. Faculty and staff serve as mentors and encouragers to students and are often strong influences in helping students work through their search for growing in their walk with God. Often times those faculty

mentors or staff encouragers are the ones that God uses to help a student come to a deeper understanding of God's will for their lives vocationally.

After years of working with colleges and with students, I can assure students that where you choose to go to college may well be one of the most important decisions you will ever make. A student's chances of succeeding are greatly enhanced by choosing a school where the characteristics noted here are found. Take your search seriously. Ask the tough questions. Talk to current students as well as to the professional counselors working with you. Your future will be profoundly affected by the college you choose. ■

An intentionally, unapologetically Christian college is marked by an atmosphere where the students feel that they really are valued as persons and someone cares whether they make it or not.



Names & Faces

Corts to Retire in 2006 as Samford President

Samford University President Thomas E. Corts, who has led Alabama's largest private university for 22 years, will retire at the end of the 2005-06 academic year, or earlier if a Presidential Search Committee identifies his successor before then.



Tom Corts

But Dr. Corts, whose tenure has been marked by progress in numerous areas for Samford, won't leave before further placing his imprint on the university he has led since 1983.

Even as Corts made his retirement date official, Samford Board of Trustees chairman Bill Stevens announced a fund-raising effort that Corts will inaugurate to add some \$50-\$60 million in campus facilities.

In May of 2006 he will have served 23 years. "When I was a teenager, I thought a lot about which life was the more important: the life of action, or the life of contemplation," he said. "Obviously, for the three-plus decades I have been the head of an institution of higher learning, I have had no choice but to follow the life of action. I look forward to pursuing the *vita contemplativa*, once I am out of office."

But before then, he added, "The Board has cooked up some terrific new plans. I intend to get a lot accomplished during the next year."

Corts became Samford's 17th president after nine years as president of Wingate College in North Carolina. He is the longest tenured senior college president in Alabama and among member institutions of the Association of Southern Baptist Colleges and Schools.

Highlights of his Samford years include the purchase of a London study centre, growth in the endowment from \$8 million in 1983 to \$258 million, construction of more than 30 new buildings, increases in overall and on-campus enrollment and progress in many other areas.

Former Alabama Governor Albert Brewer and Samford Trustee Hobart Grooms will serve as co-chairs of a Presidential Search Committee that immediately will begin a national search for

Gardner-Webb Elects Provost Frank Bonner President

Frank Bonner, provost of Gardner-Webb University, was elected president effective July 1. Bonner, 57, provost and senior vice president of the North Carolina school since 1992, was elected unanimously in a called meeting of trustees.



Frank Bonner

Bonner is the 100-year-old school's 12th president, replacing Frank Campbell, who served as interim president since 2002. He joined Gardner-Webb as dean in 1987 and still teaches in the English department.

He has a M.A. degree from the University of Georgia and a Ph.D. from the University of North Carolina, Chapel Hill.

Prior to joining the Gardner-Webb administrative staff he was a faculty member and dean of Anderson College, Anderson, S.C. Bonner is a deacon and Sunday school teacher at First Baptist Church of Shelby.

In a statement, Bonner said his goals as president are to increase endowment and improve campus facilities and programs.

Bonner is married to Florence "Flossie" Black, also a Furman graduate and native of Chester, S.C. She is a teacher in Shelby High School. They are parents of two adult daughters, and one grandchild. ■

Temple Retires; McGarvey New President at BCHS

Baptist Memorial Health Care recently named Betty Sue McGarvey, DSN, as the new president of the Baptist College of Health Sciences, a position she will assume upon the retirement of founding president Rose Y. Temple.



Betty McGarvey

A search committee chose McGarvey for the role in May after a national search ensued to fill the presidency. She most recently served as provost at the college, where she was responsible for overseeing the college's academic programs and student services.

"The Baptist College of Health Sciences is committed to providing students with a high-quality health care education, and I've always been thrilled to be a part of that mission," McGarvey said. "Dr. Temple has built a foundation of excellence here, and I look forward to continuing her legacy - one of enthusiasm, excellence and dedication."

A 1978 graduate of the Baptist School of Nursing, McGarvey began her clinical career after graduation as a staff nurse at Baptist Memorial Hospital-Medical Center. She worked in a variety of clinical roles at Baptist for 10 years before moving to instructional and administrative roles.

She served as a nursing instructor from 1994-1996 and was one of the 10 founders of the Baptist College of Health Sciences. She was then named director of planning and institutional effectiveness of the Baptist



Rose Temple

College of Health Sciences in 1996, a role she filled until 2003 when she took over as provost.

McGarvey will assume the office of president on July 31, 2005, when Temple officially retires after 24 years of service with Baptist.

Temple began her work at Baptist Memorial Health Care in 1981 as an instructional designer and manager of the hospital's media services department. She then worked as assistant director of human resources before being named administrative dean of educational services for Baptist Memorial Hospital in 1992. In that position, she played an integral role in recommending that Baptist establish a four-year college and was named president in 1995. Temple has been named president emeritus in recognition of her role as founding president.

The Baptist College of Health Sciences, established in 1994, offers a bachelor of science in nursing and a bachelor of health sciences with majors in respiratory care, diagnostic medical sonography, health care management, nuclear medicine technology, medical radiography and radiation therapy technology. The college also offers completion degrees for registered nurses and respiratory therapists. In addition, the college provides a variety of class schedules, from traditional day classes to evening and weekend programs. ■

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Names & Faces

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Baylor University Names William Underwood Interim President

Baylor University's board of regents unanimously chose William D. Underwood, one of the school's law professors, to serve as interim president, effective June 1.

Underwood, 48, succeeds former President Robert B. Sloan Jr., who announced in January his intentions to become chancellor. Sloan had been Baylor's president since 1995.

Underwood joined the faculty in 1990 and serves as the Leon Jaworski Chair in Practice and Procedure at Baylor Law School.



William Underwood

Virginia Intermont Names Puglisi Interim President

Wayne Kennedy, chairman of Virginia Intermont College Board of Trustees, announced June 22 the selection of Provost, Michael Puglisi, to serve as the College's interim president. He replaces Stephen Greiner, who has accepted a college presidency in North Carolina.



Michael Puglisi

Puglisi began his duties immediately with the full support of the Board of Trustees, Kennedy said. He said Puglisi would serve until the board makes a permanent decision.

"It will be a seamless transition because of Mike's experience and working knowledge of the college and community," Kennedy said. "We feel very fortunate to have some-

one with his academic leadership and broad experience to step in. Virginia Intermont is a growing institution, in terms of student population and academic programs, and Mike is well prepared to continue to lead us on that path."

A lifelong educator, Puglisi has held the positions of Provost and Academic Dean of Virginia Intermont since 1997, and is also a professor of history. He has previous teaching experience at Marian College in Fond du Lac, Wis., where he also served as Assistant Academic Dean, and Emory and Henry College. He received a Bachelor of Arts Degree from James Madison University, and a Master's and Doctorate from the College of William and Mary.

An avid runner, Puglisi lives in Bristol, is married and has three children. ■

Beginning in 1997 he took a two-year leave to serve as the university's general counsel.

Following the murder of Baylor men's basketball player Patrick Dennehy in 2003, he represented the university before the

NCAA Committee on Infractions and was a member of the Baylor committee that conducted an internal investigation into allegations of misconduct within the basketball program. ■



Pursuing Excellence in International Education

by Carolyn Bishop, president, CGE

Editor's Note: The following overview of CGE is reprinted from the CGE website at <cgedu.org.>

Impacting the World of Education

CGE has received several significant requests for broad partnerships in China and the Middle East. As these evolve, CGE will experience the benefits of almost twenty years of successful international work, and move steadily toward impacting major change in the internationalization of global education. Due to the benefits we provide to international educators and institutions, CGE is now sought after as a key partner in global education.

CGE is a consortium of private U.S. colleges and universities, united by a commitment to international education, service and sharing.

Nearly 50 private U.S. universities and colleges—all on the cutting edge of higher education—have come together in a consortium to assist in the development of international education. The Consortium for Global Education (CGE) has helped place

these member institutions in a global network for the 21st century. Their student enrollments total more than 110,000. Faculty members exceed 6,000. Reaching from coast to coast, these campuses represent 16 states.

Working as individual universities and colleges and as cohort groups, CGE member institutions have established an estimated 241 mutually beneficial partnerships with some of the world's most prestigious universities in more than 80 countries.

CGE Programs

The programs range from extended, two-way exchanges of students and faculty, to summer programs for intensive study of culture and foreign language, seminars in economic development, delegation site visits, and brief conferences and symposiums for institutional representatives.

Organized in 1987, CGE has grown steadily in membership as well as in activities and programs. In a recent year, more than 300 faculty members and 1000 students had CGE-related overseas living,

Annual CGE Meeting Set for September 23-24

Each year, consortium members hold a September meeting to highlight current programs and investigate new opportunities.

The upcoming meeting will be hosted by: Missouri Baptist University on September 23-24, 2005. For registration and details, go to the CGE website at <www.cgedu.com>.

studying, and teaching experiences.

Consortium members have a commitment to international education, service and sharing. For an update on current programs and opportunities or to find out how your college or university can become a member contact Carolyn Bishop, president of the Consortium for Global Education, 1503 Johnson Ferry Road, Suite 100, Marietta, GA 30062, phone 770-321-4897, fax 770-321-4910, e-mail: <info@cgedu.org>. ■

Go to <www.baptistschools.org> to see the new Sallie Mae powered resource "Help for Students and Parents Preparing and Paying for College."



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ASBCS/Baylor Conclave

October 9-11, 2005
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ASBCS Board Meeting and Reception

December 5, 2005
Hyatt Regency, Atlanta, Georgia
Board dinner meeting 5-7 p.m.
Reception open to all ASBCS
faculty and staff 8-9 p.m.

2006 ASBCS Annual Meeting and Workshops

June 4-6, Embassy Suites Convention
Center, Charleston, SC

2007 ASBCS Annual Meeting and Workshops

June 3-5 (tentative), San Diego, CA

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- Hosts and leases course management systems
- Provides 24/7 web hosting and Tech Help Desk support

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