

# Prairie Bible Institute Annual Meeting

Report to the Board  
of Directors  
**October 21, 2021**



# PRAIRIE COLLEGE

## President's Report October 2021

### STAYING ON MISSION, WITH HEADWINDS

It is rare, in the history of healthy organizations, to see significant change in a leadership team in any small window of time. When there is, it is considered by many to be an indicator of problems within the working environment. We have had several years of stability on our Management Team, with the long-term members of the team getting to the point of 10+ years in the room, so I think we have evidence of working in a healthy environment.

However, this year, with the convergence of multiple factors, we have had multiple changes on the team. The importance of this team to the success of the College, along with the concern that is often associated with leadership team turnover merits a discussion about the changes.

#### Your Management Team

President/CEO – Mark Maxwell

Dean of Education – Dr. Glenn Loewen

Dean of Student Development – Dr. Glenn Loewen

MD, Executive Office – Nicolle Ioanidis

MD, Finance/CFO – Elaine Maxwell

\*\* MD, Information & Communication Technology – Elaine Maxwell -> Trevor Toews

\*\* MD, Operations – Darryl Elliott -> Trevor Toews (start Nov 2021)

\*\* MD, Marketing & Enrollment – Emily Allert-House -> Elaine Maxwell

\*\* MD, Prairie Aviation Training Centre – Calvin Hildebrandt -> Dallas Derksen

\*\* MD, Development & Alumni Relations – Tim Mackenzie -> Kendi Dyck

\*\* Student Union President – Luke Murdock

The positions that have seen a change in leadership show the change and are marked with \*\*.

#### Discussion about the Changes

For the past three years, Elaine has also looked after the Information & Communication Technology (ICT) portfolio for us. Trevor Toews joined that team three years ago; this summer we moved him onto the Management Team, making him the Managing Director of ICT.

Darryl Elliott, who has been looking after the campus for several years as our Managing Director of Operations, has decided to go to Liberia, W. Africa with SIM

International. Recognizing the close connection between campus operations and information technology, Trevor has agreed to assume the lead on that team in the next month.

After leading Marketing & Enrollment for two years, Emily Allert-House decided to turn her focus to her home life. In June, Elaine assumed responsibility for the area on an interim basis. She immediately turned to Pamela Fraser, freshly back from maternity leave, to be the Director of Enrollment. Our largest intake of new students in the past 12 years was when Pamela was leading enrollment, so we have confidence in her ability to lead that group. Elaine has been trying to wrap her mind around Marketing, and will likely launch a search for a Director of Marketing by the end of the year.

After several years leading our Aviation Training school, Calvin Hildebrandt took a six-month sabbatical to think about the next chapter of his career with MAF. Consequently, he decided to go back to Africa where he will be leading operations in Equatorial Guinea, a new country of service for MAF. Dallas Derksen, the very able interim director while Calvin was on sabbatical, has agreed to assume the lead at Prairie Aviation Training Centre for us. The timing of his appointment is intriguing because we have been in discussions with Mongolia National University about partnering on aviation training for a couple years. Dallas spent several years with MAF in Mongolia before returning to Canada and joining our PATC team.

Tim MacKenzie expressed an interest in handing off the lead position in Development about a year ago. After conducting a search, we decided that our best choice was to promote from within by turning to Kendi Dyck, who immediately engaged two external development consultants to help guide us through the Centennial Capital Campaign which will be her primary focus for the next two years. Early indications are very encouraging. Don't miss the report in the Appendix by Resonant that summarizes our donor constituency.

Teamwork – I am amazed at the talent that God has given us on our leadership team. It is easy to see that God has anticipated these changes, brought the right people at the right time, and guided us through the changes. When that talent is underpinned with commitment to mission and operates in healthy community, it is truly remarkable how much we can get done, working together, for the good of the College and the glory of God. I am most encouraged by the sense of harmony that permeates the room when we meet as a Management Team.

## **Expanded Scope**

This might only be one little paragraph, but it represents A) a great deal of work and B) a key strategic initiative that is absolutely missional for us as a college.

The long walk toward expanding our scope of degree offerings to include a Bachelor of Education is now well underway, led by Dr. Darrel Reid. Darrel, being familiar with



political ways, continues to garner good support for our application by maintaining communication with several people in government. With Sandra Paetkau as the lead architect of the program and the lead author of our application, we have received “conditional approval” of Part A of our application, so she is now developing Part B which goes into greater detail on the courses in the program. Our goal of receiving approval by July 2022 appears to still be on track and achievable.

## **Strategic Plan Refresh**

Since the creation of the 2019-2022 Strategic Plan, much has been accomplished at Prairie. Since many objectives have been completed, we are now in the process of developing a plan for the next chapter of the school’s life which we expect will be ready for your approval in April 2022. A first draft of a new Strategic Plan is in the Appendix.

A short list of recent accomplishments, many of which were identified as initiatives in the current Plan:

- There is improved coordination between Enrollment and Development,
- new programs both at the undergraduate and graduate levels have been launched, and
- three new programs are in the works.
- By God’s grace, we have grown our online enrollment and launched HyFlex in-class attendance (thanks to Covid realities).
- A marketing strategy has been developed that builds on our brand, is being implemented while still being refined.
- We’ve completed the ABHE self-assessment and re-accreditation process.
- Innovation is alive and well, illustrated by the LifeLaunch model for student career development as well as our adaptive responses to Covid.

Being carried forward from the current Plan are profitability, with an understanding of what that means program by program. We continue to seek partnerships that align and support each program which in turn would promote the international experiential learning and missional components of our programs. This also translates into job placements and continuing mentorship of our students with the LifeLaunch model.

On the assumption that God is good, and that, in all things God works for the good of those who love Him, then we should assume that change, especially in the hands of a good God, is good. I firmly believe that God is at work bringing about improvement through the changes we have seen in the past several months.

My prayer is that as you read this report you will be greatly encouraged in your role and in the work God is doing here. I tried to write it without any mention of COVID, and I almost succeeded, smile. I want to close with a prayer / blessing that might

have been scripted for "The Chosen," but it is just my attempt to sound a little bit Jewish.

Blessed art thou, Lord our God,  
King of the Universe  
Who has blessed us with work to do,  
Who has blessed others through the work we are doing,  
And Who is blessing us in our work.

*Mark*

Mark L. Maxwell  
President