

**Equipping the Next Christians:  
The Development of IAPCHE Worldwide  
with an Emphasis on the Regional Development Plans  
for Africa, Asia/Oceania and Latin America  
September 2008**

**Executive Summary:** Christian higher education, following the dramatic growth of Christianity in the global South and East, is expanding rapidly in non-Western countries. At the same time, Christians in higher education in the West have found renewed strength. As both groups continue building cooperative relationships, students around the world can gain a global, Christian worldview. IAPCHE responds to these developments with a five-year regional development plan that states the purpose of the plan, explains the background and need for regional development, establishes research, promotion, programming, administrative, and membership goals, identifies the resources required to meet these goals, and develops a sustainable financial model.

## **I Purpose**

This five-year plan seeks to comprehensively develop IAPCHE's ability to serve Christian higher education internationally and regionally, particularly in the areas of research, promotion, programming, administration, membership, and financing. Such a plan will provide guidance and development targets for our regional and executive directors and a basis for IAPCHE's executive director, executive committee, and supporting community to evaluate our ongoing efforts to promote Christian higher education around the world.

We propose this plan for three key regions while acknowledging the many differences between them. Africa, the birthplace of IAPCHE, has more historical involvement with IAPCHE than any other regions, whereas Asia/Oceania has had the most recent development. At the same time, Asia/Oceania has experienced more membership growth since 2000 than any other region of IAPCHE. Latin America contains a combination of both historical involvement and extensive development. However varied their history or recent growth, each region encompasses a great diversity of cultures spread over a broad region. Although the relative strengths of both historical involvement and recent development require different approaches, we believe we can accomplish significant growth in all three regions within a common administrative framework typified by support, stewardship, accountability, and sustainability.

## **II Background**

During Conference 2000, IAPCHE made significant steps to both recognize current trends and adapt the Association's structure to a changing membership. Among the most important structural changes was to tie the board of directors to five specific regions and mandate that their election be based on votes cast from their respective region. Four years later the board accepted the Regional Development Initiative, which extended these initial steps by laying guidelines for regional associations.

This plan extends the Regional Development Initiative (RDI; attached and available on our website) adopted by IAPCHE's board of directors on June 16, 2004, builds on recent IAPCHE initiatives in specific regions, and incorporates recent research.

The RDI recognized that although IAPCHE began as an international association, most of the membership remained in North America and Western Europe. In order to expand our efforts the RDI advanced a general framework for developing regional councils, spelled out some of the responsibilities for the chair and vice-chair of the regional councils, established guidelines for the activities of the regional councils and provided financial guidelines for both IAPCHE and its regional expressions. As stated in the opening paragraph of the RDI, “We seek to direct emerging cooperative efforts in IAPCHE's various regions within a globally international context normed by accountability, stewardship, and mutual assistance.”

IAPCHE has seen a significant growth of Christian higher education internationally. Anecdotal evidence is supported by our increases in memberships. Since **2000**, IAPCHE has grown from 330 to more than 750 individual members, with much of this growth occurring over the last few years. Since **2004**, IAPCHE has grown from approximately 511 to 759 individual members and from 46 to 59 institutional members. Nearly all of this growth has come from three regions: Africa, Asia/Oceania, and Latin America.

**Table 1: Selected membership statistics**

Region	Individuals 2004	Individuals 2008	% change	Institutions 2004	Institutions 2008	% change
<b>Africa</b>	70	139	<b>99%</b>	5	8	<b>60%</b>
<b>Latin America</b>	38	62	<b>63%</b>	3	7	<b>133%</b>
<b>Asia/Oceania</b>	103	206	<b>100%</b>	14	23	<b>64%</b>
<b>North America</b>	227	268	<b>17%</b>	14	11	<b>-21%</b>
<b>Europe</b>	73	69	<b>-5%</b>	10	10	<b>0%</b>
<b>Totals</b>	<b>511</b>	<b>744</b>	<b>46%</b>	<b>46</b>	<b>59</b>	<b>28%</b>

At the same time, the international development community has recognized the importance of higher education in national development strategies. For example, in “Higher Education and Economic Development in Africa,” a 2005 Harvard University study commissioned by the World Bank concluded that tertiary education has a significant positive effect on economic growth. The authors of the study recommended a reinvestment in higher education throughout the region. Early in 2008 representatives from nearly 200 colleges and universities around the world met in Washington DC for the Higher Education Summit for Global Development. The summit emphasized the critical connection between higher education and the development of civil society. At the summit, USAID pledged a significant increase in funds supporting the Higher Education for Development program that began in the 1990s.

Finally, perhaps the most unfortunate feature of the history of Christian higher education in Canada, Europe, and the United States is secularization. The vast majority of universities were established with clearly stated Christian foundations. However, many (if not most) of these institutions no longer pursue integrally Christian higher education. IAPCHE continues to encourage reflection on what makes Christian higher education Christian. Our answer continues to insist on the intellectual formation and cultivation of a Biblical worldview within all the arts and sciences. Those establishing new institutions of Christian higher education and those struggling to regain a Biblical perspective have much to learn from each other.

## ***Key region development***

### ***Africa***

Since the adoption of the RDI, IAPCHE significantly expanded its efforts in promoting Christian higher education (CHE) in Africa, Asia/Oceania and Latin America. IAPCHE and the Centre for the Promotion of Christian Higher Education in Africa (CPCHEA) formally established a working relationship, as ratified by the IAPCHE board in June 2006. Building on that relationship, the IAPCHE executive director, and CPCHEA's director conducted a listening tour in Ghana, Nigeria, Kenya, and South Africa during October 2007. These events provided opportunities to understand better the needs of Africans involved in Christian higher education, to identify resources that were available and to gauge the interest in IAPCHE's mission.

### ***Asia/Oceania***

Although there have been a few long-time institutional and individual members of IAPCHE from Asia/Oceania, this region has grown most rapidly in membership and programming initiatives. IAPCHE convened Asia/Oceania's first regional event, the Manila leadership conference, in October 2002. Delegates to the subsequent regional conference in January 2005 in Chennai strongly endorsed a more formal regional structure. Shortly thereafter, the Asia/Oceania regional council organized. Early in 2008, the council appointed its first regional director who significantly assisted IAPCHE in coordinating the May 2008 regional conference in Taiwan. Further, the A/O region has published its first regional version of the *Contact* newsletter and established strategic relationships with denominations and associations involved in Christian higher education. Our first faculty development program is scheduled for November of 2008 in Bangalore.

### ***Latin America***

Latin America has consistently advanced IAPCHE's international network through conferences and in founding sub-regional associations. Regional conferences were convened in 1999 (San Jose, Costa Rica), 2000 (Quito, Ecuador), 2002 (Barranquilla, Columbia), and 2004 (Sao Paulo, Brazil). In 2006, IAPCHE convened its seventh international conference in Nicaragua; this was the first international conference in the region. Since then IAPCHE's sub-regional organization in Brazil has been joined by two more loose affiliations in Mexico and Haiti. In August 2007, the Christian Reformed Church convened a working group on Christian Higher Education at UNELA (Universidad Evangelica de las Americas). From these discussions emerged the "Proposed CRWM (Christian Reformed World Missions) Strategy Regarding Higher Christian Education in Latin America." This proposal, which advances Christian higher education "in partnership with AIPESC/IAPCHE, associated to UNELA, facilitated by a CRWM staff person" was approved by the CRWM in February 2008.

Such developments within Africa, Asia/Oceania, and Latin America suggest that increased support from IAPCHE is both needed and welcomed.

## **III Goals**

In order to advance strategically IAPCHE's service in Africa, Asia/Oceania, and Latin America, we propose research, promotional, programming, administrative, and membership goals.

### ***Research***

In 2007, IAPCHE, in collaboration with Calvin College's Nagel Institute for the Study of World Christianity and Baylor University's Perry Glanzer, secured funds to support the first global survey and analysis of Christian higher education. From a strategic perspective, the survey will initially assist

IAPCHE's membership recruitment efforts and the analysis will help direct our ongoing promotional and programming efforts.

The costs for this effort total \$32,978, with \$28,000 of the funds from the Calvin Center for Christian Scholarship and the balance coming from a Baylor University faculty grant. The accepted research proposal is attached as Appendix A.

### ***Promotion***

IAPCHE, as an association dedicated to *promoting* Christian higher education, needs to become a more visible resource for the growing movement in CHE. This is particularly true as we identify institutions that may be interested in joining the association. In order to further elevate IAPCHE's profile we will further identify the promotional challenges and opportunities facing Christian higher education in each of the three regions, develop material appropriate for different regions, and identify leading venues of communication.

By the end of 2008, IAPCHE will complete the preliminary work identifying promotional challenges and opportunities faced in each region. Our analysis will address economic, geographical, organizational, and technological factors, which may assist or inhibit effective promotional efforts and recommend specific strategies to address these problems.

Even while we identify challenges and opportunities for each region, IAPCHE will develop additional promotional material. Four projects will be undertaken in the near future.

- A booklet on the highlights of IAPCHE's history, based on the 12-part series published in *Contact*, will provide new institutions a solid understanding of IAPCHE's background and current efforts. This part costs \$4,500 for the first run of booklets.
- New brochures and flyers that are less time-sensitive and more relevant to prospective members will be developed in collaboration with the regional efforts. This part costs \$7,000.
- IAPCHE's websites, including the regional sites, should be developed with clear common style themes and accessibility for low bandwidth connections. This part costs \$20,000
- Two DVDs will be developed to assist with church outreach and membership development efforts. We have already discussed this project at concept and budget levels with award winning videographer Mark Volkers. This part costs \$15,000.

Total costs for the promotional efforts identified here come to \$46,500, with the vast majority of these expenses coming in the first two years.

### ***Programming***

We recognize that we must continue to improve our current level of service and respond to new requests that arise. Further, as our membership grows, we must expand our efforts to stimulate reflection on the nature and task of Biblically faithful Christian higher education. Our regional programming will focus on be faculty enrichment programs (FEPs) and regional conferences. The former transforms our efforts in the CASC Program and the latter efforts will focus around consolidating the support for our highly successful regional conferences.

For many years, members have requested opportunities for enhancing faculty development, particularly in connecting a Christian worldview to specific aspects of the academic task. Although we worked to provide these services through the CASC program, the board recently endorsed

moving toward faculty enrichment programs. We will plan FEP by collaborating with existing networks, which share our enthusiasm for biblical higher education. These weeklong seminars for younger faculty will bring together local and international experts. The threefold purpose of FEPs will be to teach more effectively, better relate a biblical worldview to their subject matter, and optimize Christian leadership on campuses. By 2009, we hope to convene one faculty enrichment program in each of the three regions serving approximately 40 professors in each program. Dr. Gloria Stronks and Dr. Vimala Punithakumar, along with several other experts, will contribute to our first program, held jointly with the Student Christian Movement, in Bangalore India, November 3-8, 2008.

By negotiating minimal fees for contributors to these FEPs, we will limit our expenses to \$3,000 per event for the first two years. After the third year, we hope to have established a solid record of accomplishment so that we can increase the fees for these events and decrease the contributions from our operating budget (see Table 2 below).

Since 1999, our regional conferences have effectively brought together IAPCHE members to address contextually relevant features of Christian higher education. This premier level of face-to-face contact provides members with many opportunities to connect, correct, collaborate, and encourage each other. However, these conferences have experienced varying levels of support for delegates in need of travel subsidies. With additional funds, we will be able to provide a more equitable level of funding across three regions. Table 2 provides annual and regional breakouts of the \$87,000 in funds required for the programming costs over the next five years.

**Table 2: Programming Costs**

	Africa		Asia/Oceania		Latin America		Annual totals
	FEP	Conf	FEP	Conf	FEP	Conf	
<b>Year 1</b>	3,000		3,000		3,000		<b>9,000</b>
<b>Year 2</b>	3,000	10,000	3,000	10,000	3,000	10,000	<b>39,000</b>
<b>Year 3</b>	1,500		1,500		1,500		<b>4,500</b>
<b>Year 4</b>	1,000	10,000	1,000	10,000	1,000	10,000	<b>33,000</b>
<b>Year 5</b>	500		500		500		<b>1,500</b>
<b>Totals</b>	<b>9,000</b>	<b>20,000</b>	<b>9,000</b>	<b>20,000</b>	<b>9,000</b>	<b>20,000</b>	<b>87,000</b>

### **Administration**

Because we cannot hope to accomplish our objectives without appropriate personnel, we must appoint regional directors for each region. We have already appointed Rev. Isaac Mutua and Dr. J. Dinakarlal in Africa and Asia/Oceania respectively, and are currently seeking a director for Latin America.

During that time, the Executive Director will meet face to face with all regional directors at least two times annually. Once each year IAPCHE's Executive Director will meet the a Regional Director at a regional program, either and FEP or a regional conference. However, the whole leadership team will also meet once each year to compare notes on their region-specific activities. General communication between meetings will be conducted by internet, particularly through Skype.

Director salaries, office expenses, management meetings, and setup costs over 5 years extend to \$269,250.

**Membership**

The research effort outlined on pages 3 and 4 will augment IAPCHE’s database of more than 4,000 contacts—institutions, individuals, and agencies involved in Christian higher education. Along with updating basic contact information, this research gauges institutional commitment to integrally Christian higher education. Thus, this research will directly support IAPCHE’s outreach to institutional members by providing regional directors with contact details and information regarding the character of hundreds of institutions. From our analysis of membership trends at current institutions we anticipate at least 4 new individual members from each new institutional member.

As we believe that the pool of potential institutional members runs to at least several hundred, we seek to enroll 169 institutions over the five years of this plan. Our first-year goals follow up on the initial contacts recently made. In Africa, these contacts result from our consultations of October 2007. In Asia/Oceania, the contacts result from the regional conference in May 2008 and in the many conversations already conducted by the Regional Director. In Latin America, both the sub-regional associations and the international conference of 2006 have yielded many contacts that require follow-up.

Our goals for years two through four are substantially more aggressive as the regional directors will have at their disposal, as of January 2009, the findings of our survey. Year five goals represent a return to a baseline of efforts that should remain sustainable, given IAPCHE’s significantly enhanced profile in the three regions under consideration.

Individual memberships can be encouraged through new institutional members, general promotion, and through IAPCHE’s programming. Such additional efforts should provide approximately 10 new individual members each year in each region. Over the 5-year campaign, we seek to enroll 1066 new individual members.

**Table 3: Membership Goals by Year (3 regions)**

3-Region Membership Goals	Y 1: (2008-09)	Y 2: (2009-10)	Y 3: (2011-12)	Y 4: (2012-13)	Y 5: (2014-15)
	Startup	Intense Recruitment	Intense Recruitment	Intense Recruitment	Sustained Development
<b>Individual</b>	102	226	282	294	162
<b>Institutional</b>	18	34	48	51	18

**IV Resources**

Since Conference 2000, where delegates called for a dramatic increase in IAPCHE’s activities, IAPCHE has hired a director of operations (80% salary in Fiscal Year 2008-09) and an executive director (70% salary in Fiscal Year 2008-09). The main office has also secured the part-time services of additional staff as need and budget permitted. Two regional directors have been appointed (70% Fiscal Year 08-09).

In order to support the regional development plan, we will need to recruit significant additional funds. The amounts for each of the programming areas identified above are listed in Table 4.

**Table 4: RDP Expenses**

Regional Development Goals	Projected Expenses 5-years
<b>Research</b>	\$28,000
<b>Promotion</b>	\$46,500
<b>Programming</b>	\$87,000
<b>Administration</b>	\$269,250
<b>Total expenses – 5 years</b>	<b>\$430,750</b>

At the same time, additional members and increases in average dues should provide significant new funds for regional development. An analysis of individual and institutional dues in Table 5 provides baselines for future income estimates. Current and average dues are listed at both institutional and individual levels. Although the average dues for all regions exceed \$250, this does not hold for institutions in low-income countries. The average institutional dues paid by low-income countries ranges from \$130 to \$156, as per the table below. However, particularly with more extensive programming in place, it seems reasonable to increase significantly the average dues in each region. In addition, the \$5.00 average dues/individual appears reasonable given the current dues payment pattern.

**Table 5: Current Dues**

Region	Current inst. Dues	Avg. inst. dues	avg low-inst	ind. Dues	Avg ind. dues
<b>Africa</b>	5650.00	807.00	130.00	625.00	4.66
<b>Asia/Oceania</b>	12, 270.50	533.00	150.00	1949.00	10.42
<b>Latin America</b>	650.00	220.00	156.00	315.00	5.34

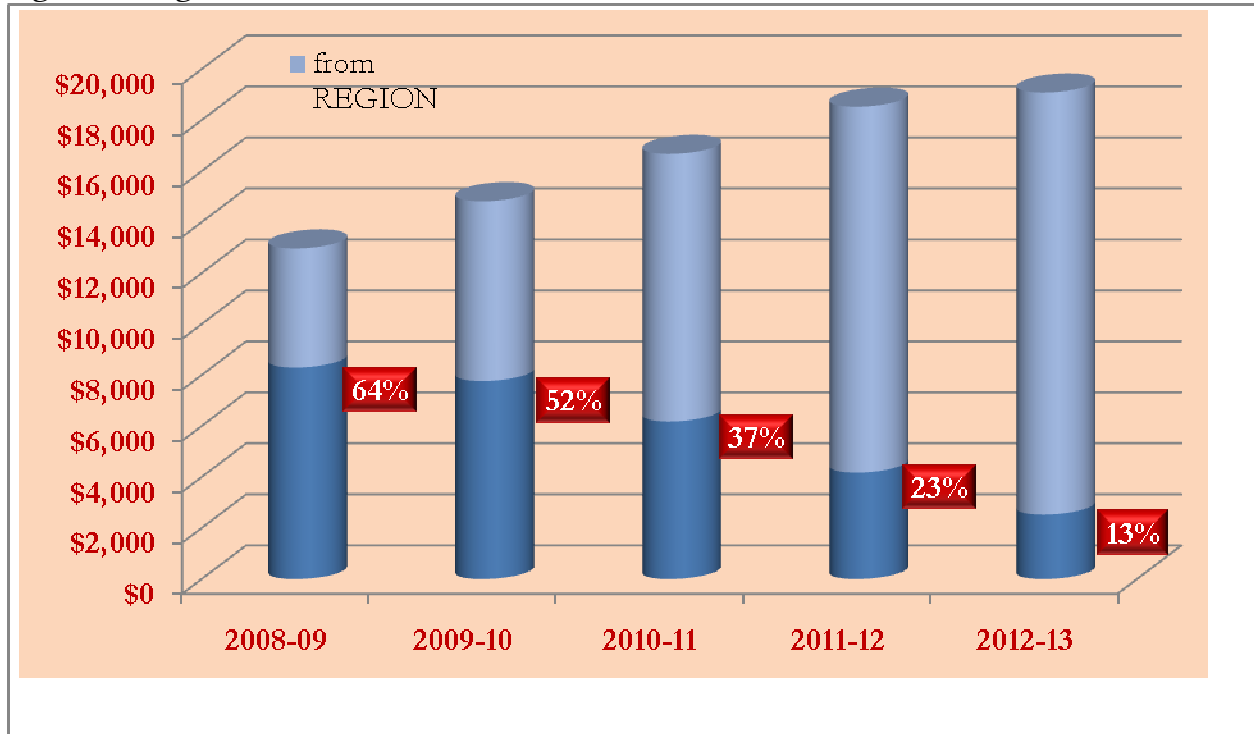
Estimating future income based on projected membership and average low-income dues provides the final numbers reflected in Table 6. In order to carry forward IAPCHE's 5-year plan, we estimate a total of \$239,780 in funds must be raised.

**Table 6: Income**

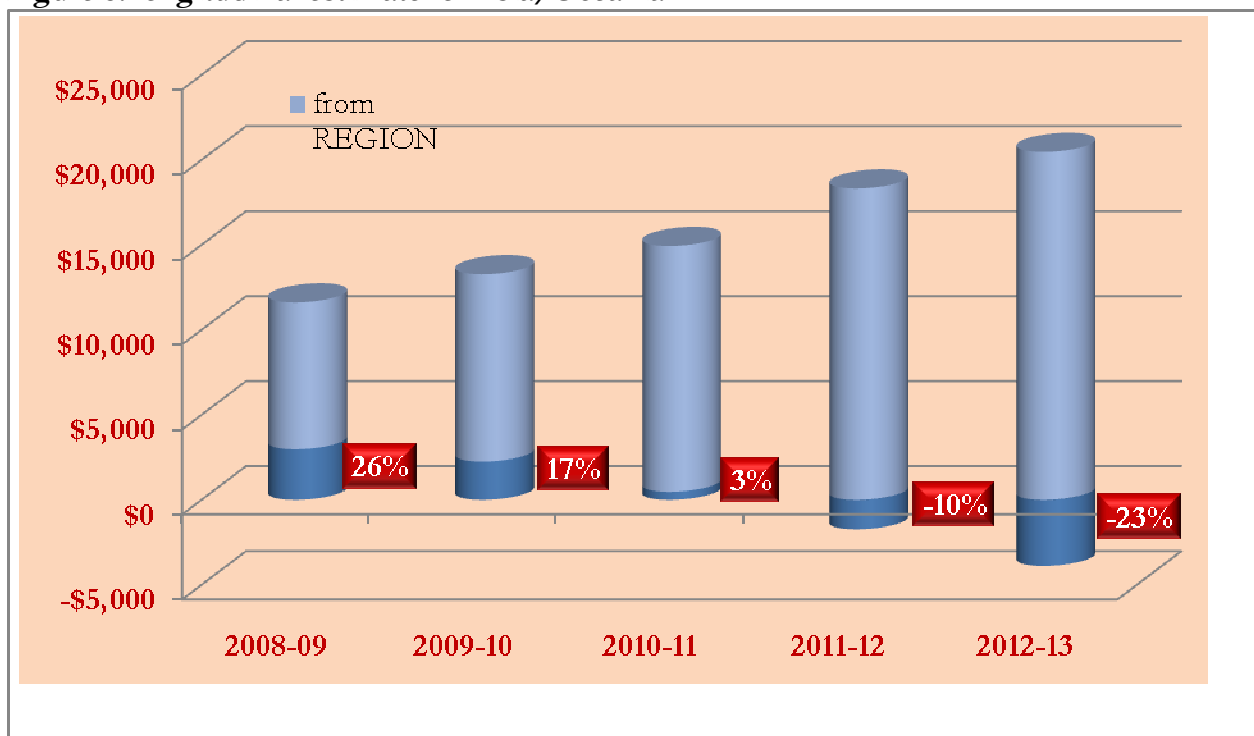
Already committed	Projected Income 5- years
<b>Grant for Research</b>	\$28,000
<b>Dues and Regional allotment</b>	\$161,969
<b>Total income – 5 years</b>	\$189,969
<b>Expenses – 5 years</b>	\$430,750
<b>Funds needed</b>	\$240,781

We seek to avoid a pattern of overdependence by the regions on outside funding. Therefore, we intend to increase resources committed from within the region and at the same time decrease the amount of funds provided from outside the region. Over the 5-year development plan, funds from outside the region will decrease markedly for each region, as noted in Figures 7, 8, and 9. Note that in each figure the darker, lower portion indicated IAPCHE's input and that the lighter, higher portion indicates the region's input.

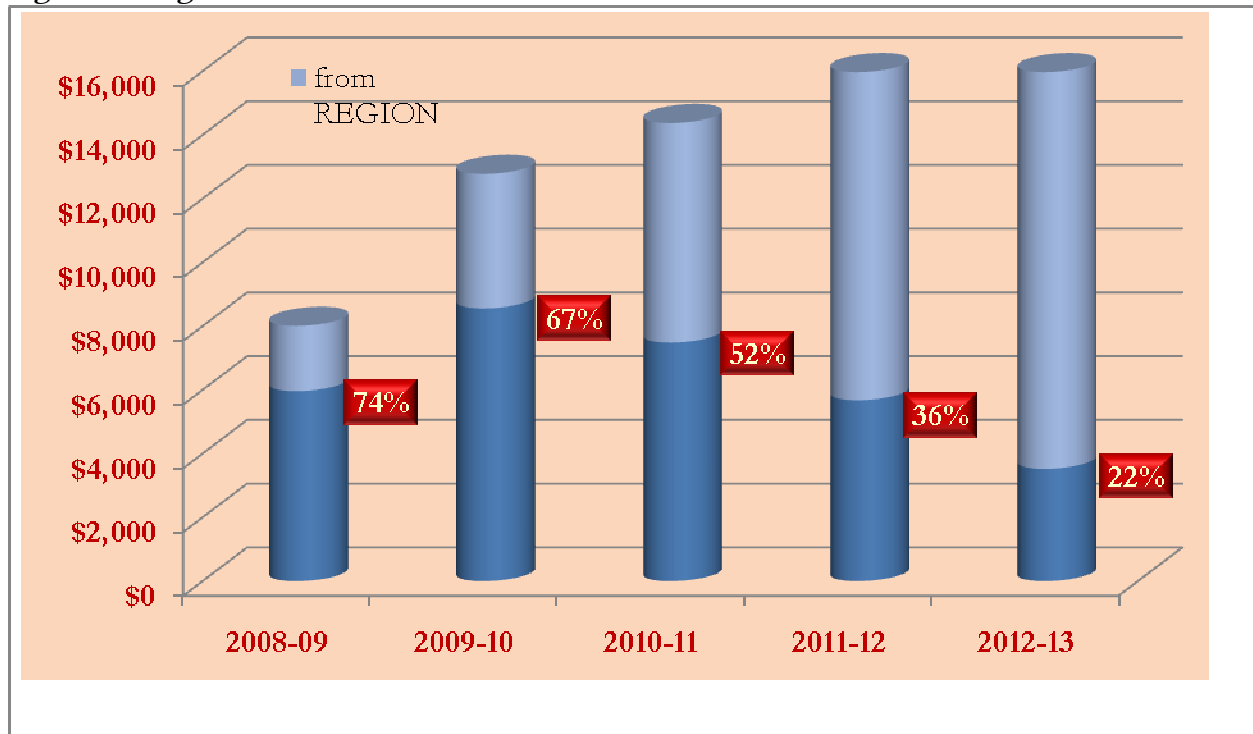
*Figure 7: longitudinal estimate for Africa*



*Figure 8: longitudinal estimate for Asia/Oceania*



**Figure 9: longitudinal estimate for Latin America**



## V Resource Recruitment

In order to raise the resources needed to accomplish the task before us we will hold fundraising events, approach two foundations for support, and attempt to increase memberships from outside the 3 regions upon which we focus in the RDP.

Fundraising events hosted by associate members and friends of the association will provide the majority of funds required to support the RDP. Central to these events will be an integrated presentation. Invitations, a power point presentation, and supporting printed material will present IAPCHE's mission, background, and current efforts as a way to introduce the RDP. We have already received commitments and scheduled events in Grand Rapids Michigan, Chicago Illinois, Seoul South Korea (all three in September, 2008), Sioux Center, Iowa (October, 2008), and Dallas Texas (January, 2009). We are currently working to schedule meetings in Amsterdam for November.

We will approach two family foundations already familiar with IAPCHE's work to support our efforts further. We will request startup funds for the regional offices from the Spoelhof Family Foundation (in Holland Michigan), and request support for the faculty enrichment programs from the Vermeer Family Foundation (of Pella, Iowa).

New memberships from North American and Europe will further support the expanded efforts of the main office.

IAPCHE seeks to secure at least 50% of the total amount needed for new pledges (\$119,890) by the end of December 2008 and the balance by March 2009. If we do not achieve these targets, then we will need to scale back the efforts outlined in this proposal.

## **Conclusion**

For more than 33 years, IAPCHE has equipped Christians around the world in higher education. Right from the start, we emphasized the central importance of the Christian worldview in scholarship, teaching, and administration. In a context of revitalizing faith in the North and West and new appreciation for the importance of comprehensive higher education in the South and East IAPCHE is needed more than ever to connect Christians around the world with their most important resource: each other. Christians in higher education must encourage and correct each other as we jointly care for the “square inch” of God’s kingdom called higher education.

This document provides many ways in which to measure IAPCHE’s efforts. There are annual targets for research deadlines, the generation of promotion material, scheduling, and conducting programs, membership targets, hiring of personnel, and securing financial resources.

We pray for clear vision and strength as we race after the Holy Spirit’s work.

### Acronyms:

IAPCHE	International Association for the Promotion of Christian Higher Education
RDP	Regional Development Plan
RDI	Regional Development Initiative
CHE	Christian higher education
CPCHEA	Centre for the Promotion of Christian Higher Education in Africa
CRWM	Christian Reformed World Missions
UNELA	Universidad Evangelica de las Americas
AIPESC	Asociación Internacional para la Promoción de la Educación Cristiana Superior
FEP	Faculty Enrichment Program
CASC	Christian Academic Studies Certificate