

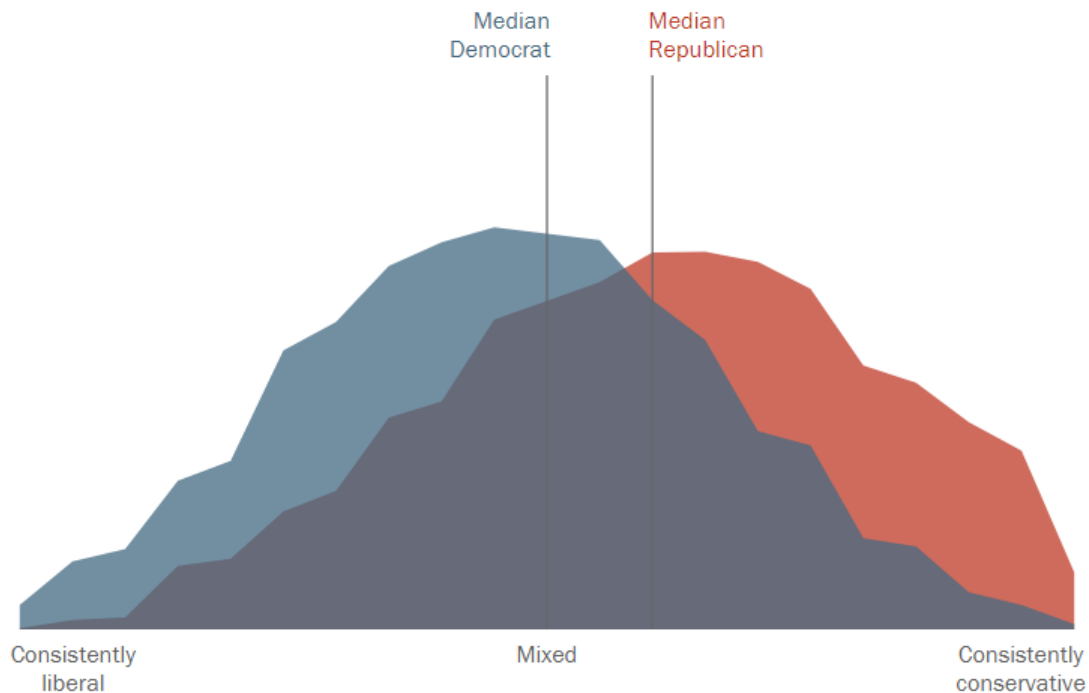
HEADMASTER'S RETREAT SUMMER 2019



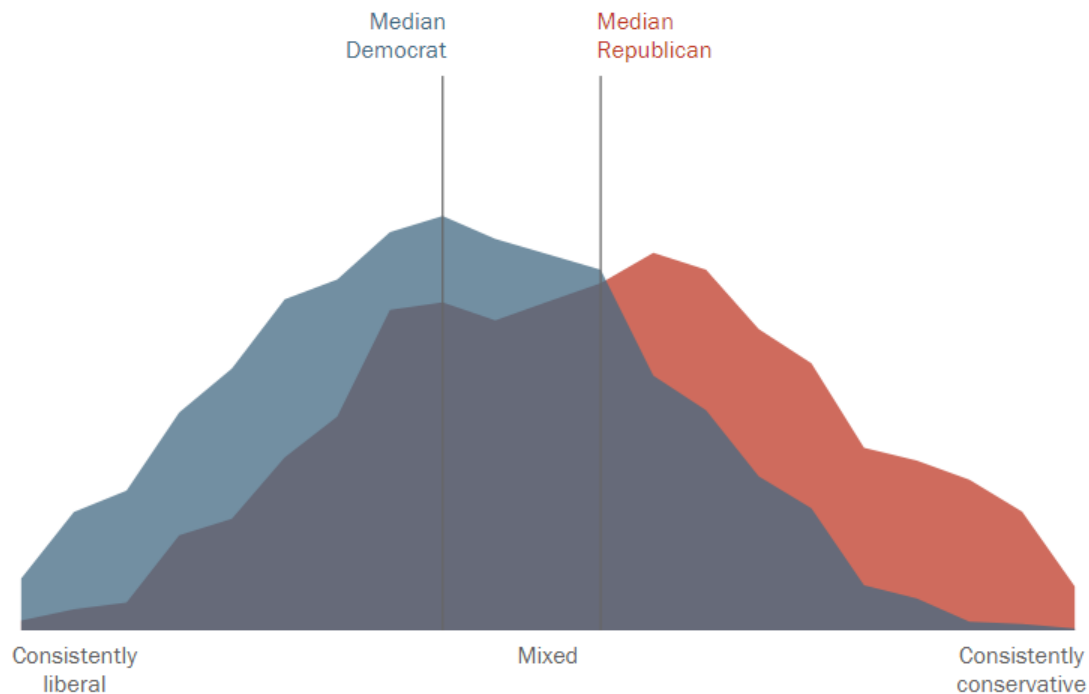
Headwinds for Christian Education

- Cultural Divided

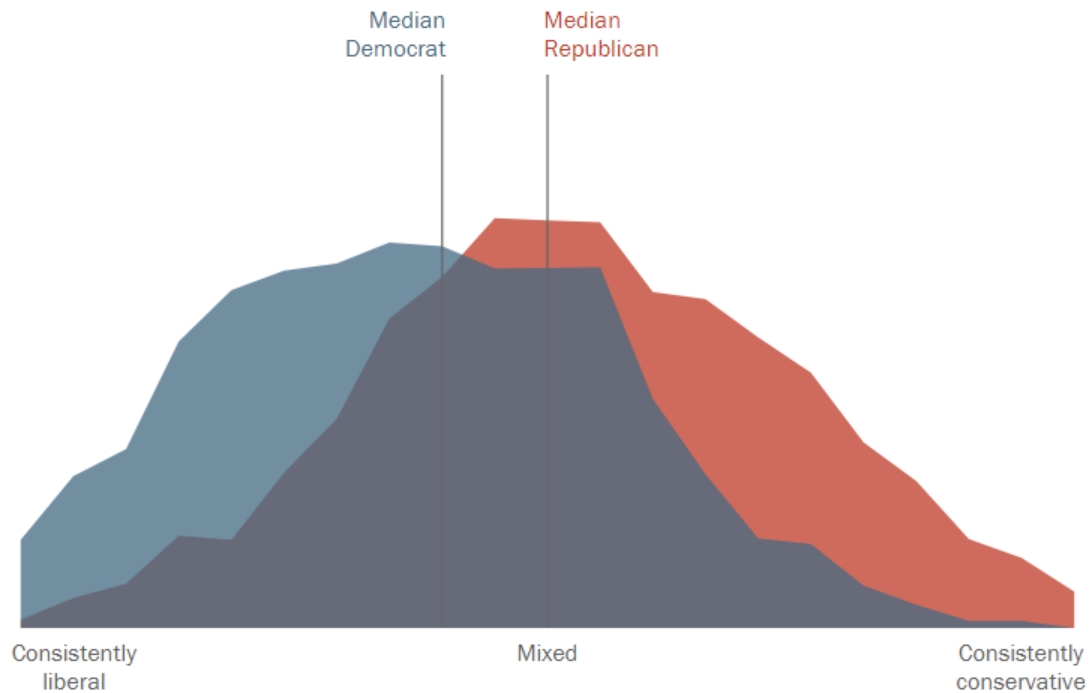
1994



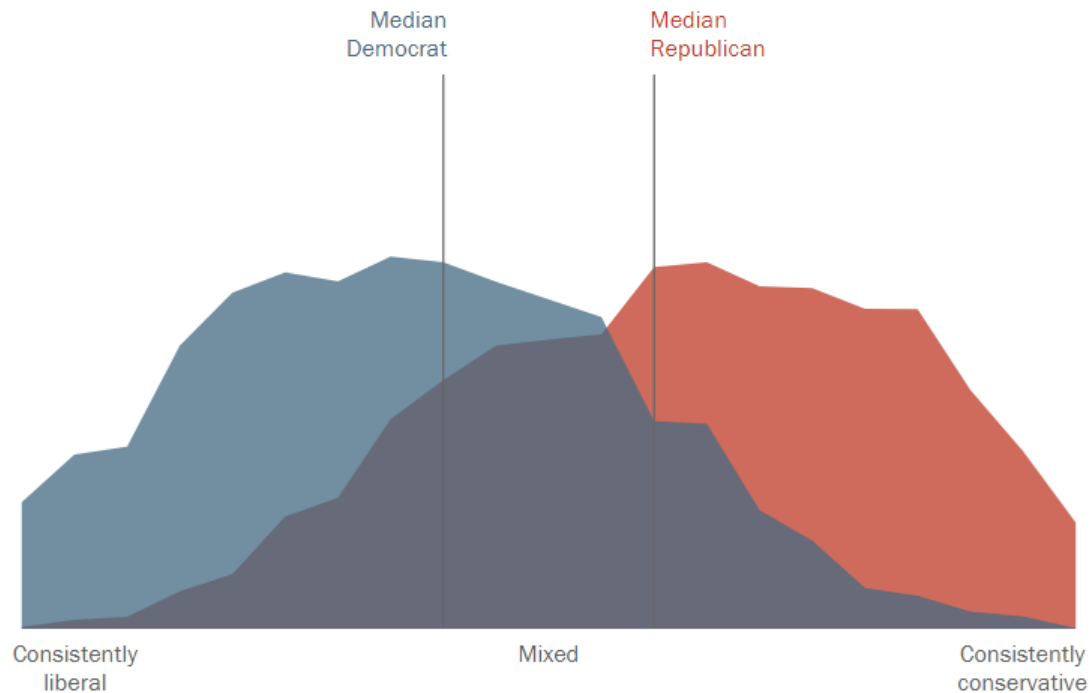
1999



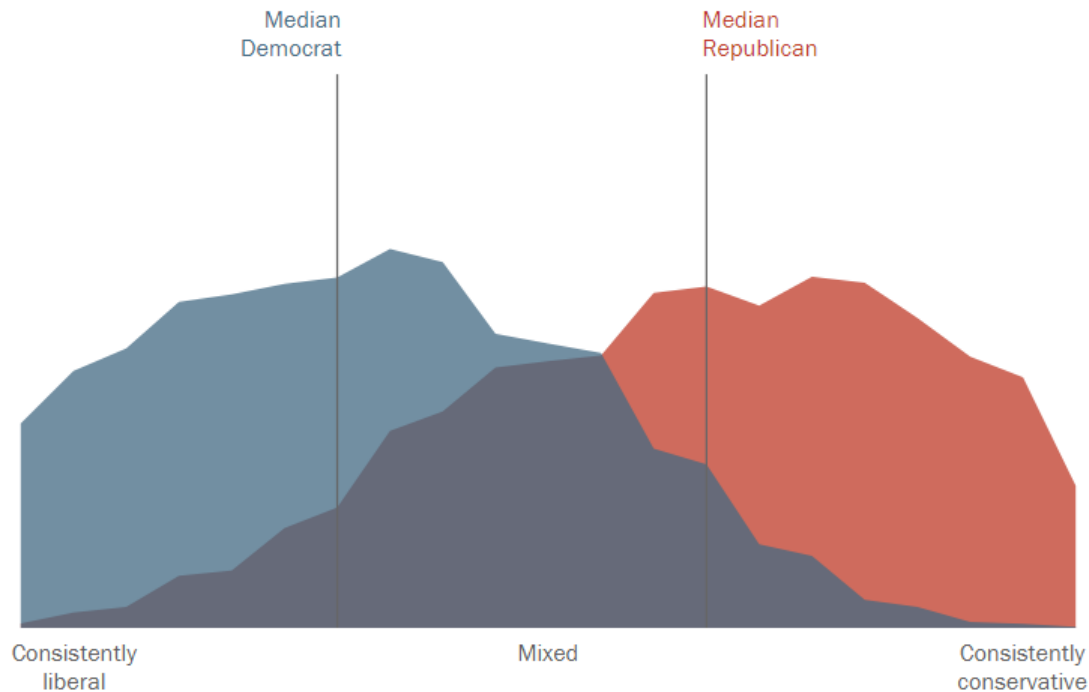
2004



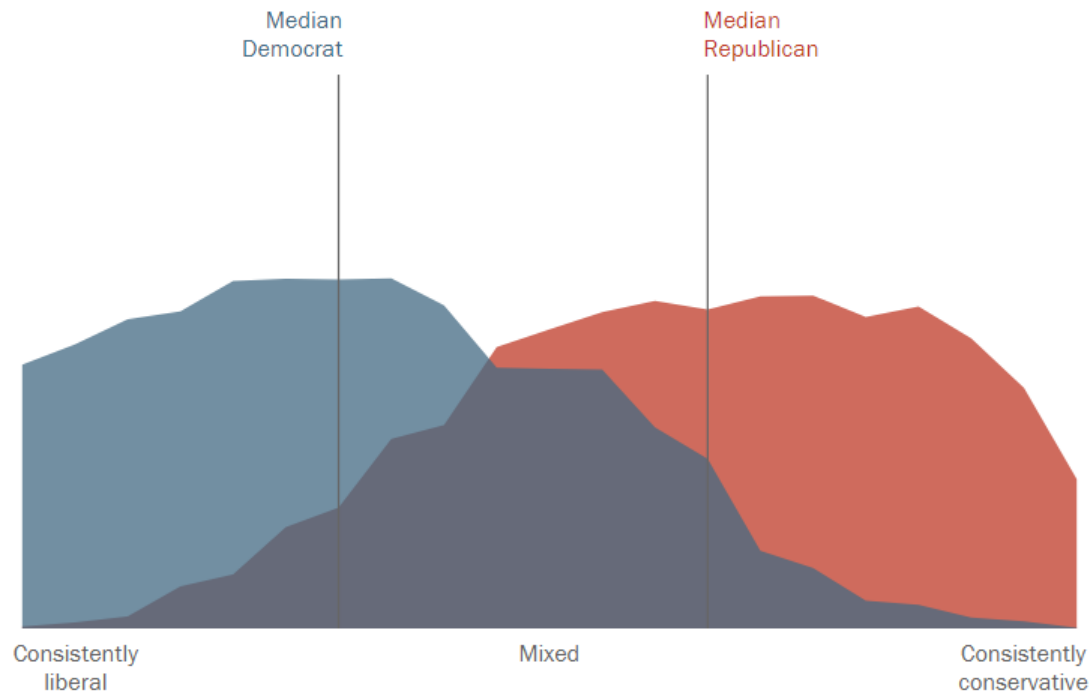
2011



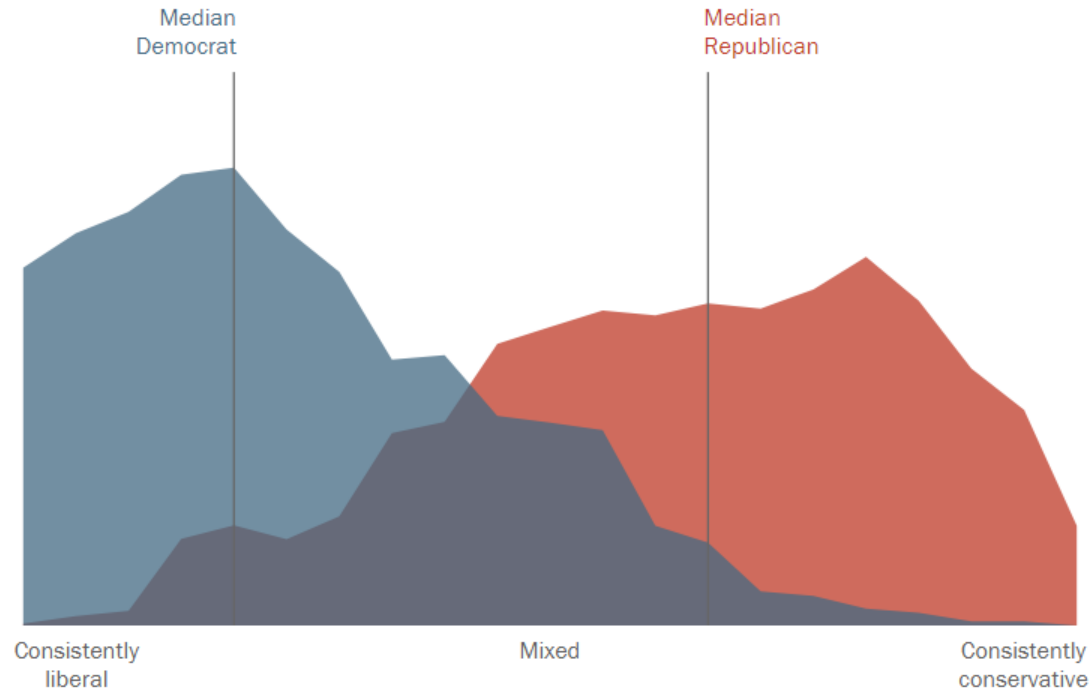
2014



2015



2017



View an individual year:

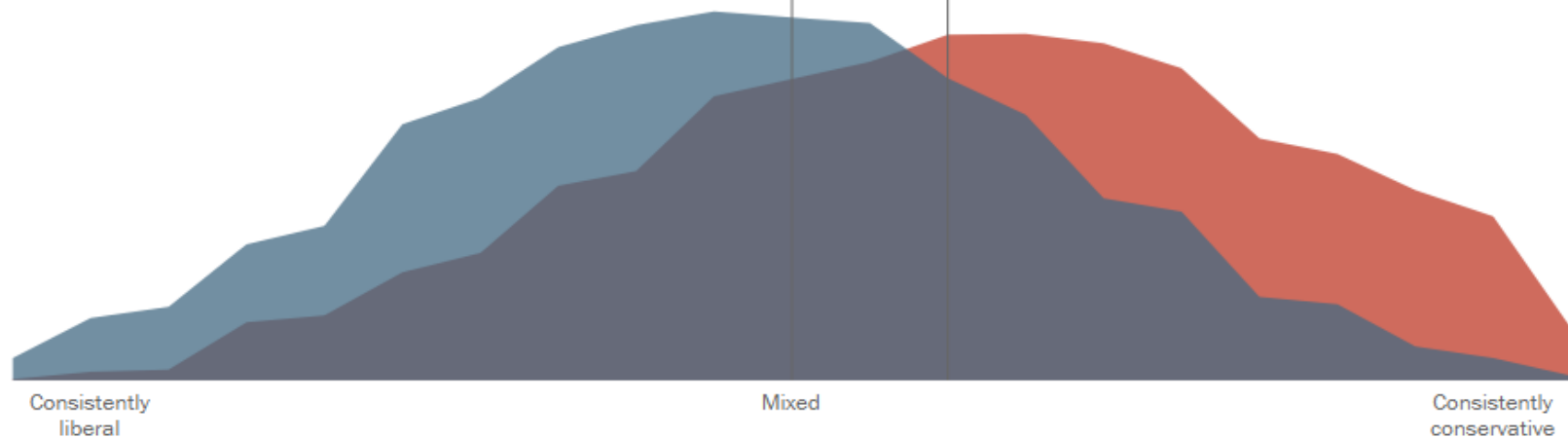
1994



1994

Median
Democrat

Median
Republican

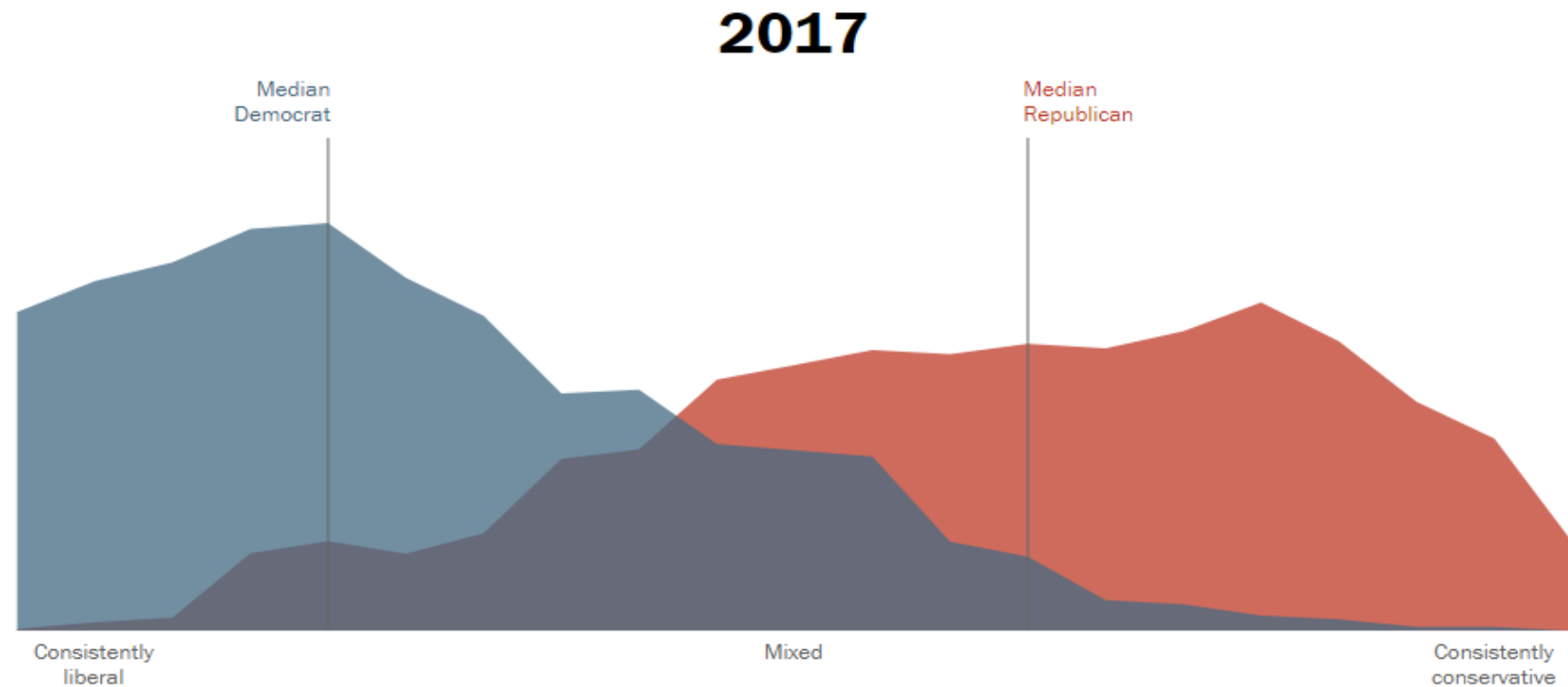


Source: Surveys conducted in 1994, 1999, 2004, 2011, 2015 and 2017.

Animate data from 1994-2017

View an individual year:

2017



Source: Surveys conducted in 1994, 1999, 2004, 2011, 2015 and 2017.

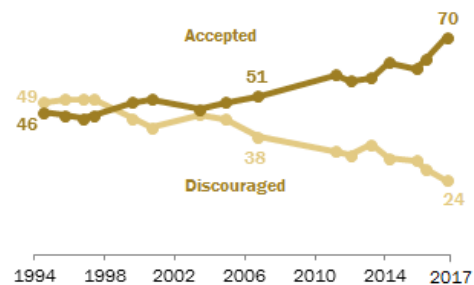
CULTURAL POLARIZATION ON CAMPUS

- Diversity efforts
- Political conversations on campus
- Social media context – algorithms that increase polarization
 - 75% of people live only in their own “tribe”
 - Social media posting and school response
- How do we help students and families to disagree agreeably?
- How are you seeing this reflected in your community?

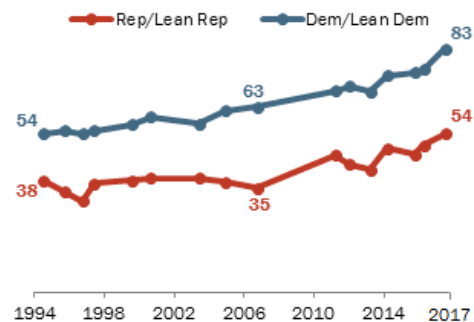
Majorities in both parties now say homosexuality should be accepted

Majorities in both parties now say homosexuality should be accepted

% who say homosexuality should be ____ by society



% who say homosexuality should be accepted by society

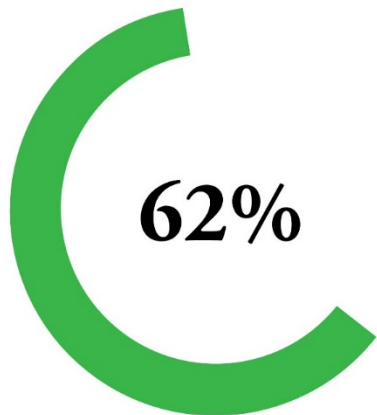


Note: Don't know responses not shown.

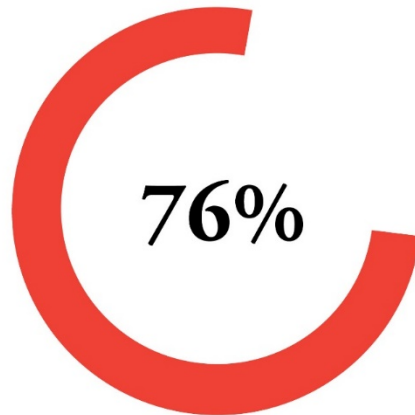
Source: Survey conducted June 8-18 and June 27-July 9, 2017.

PEW RESEARCH CENTER

FEDERAL PROTECTIONS IN HIRING, HOUSING, OR FINANCIAL CREDIT FOR LGBTQ AMERICANS



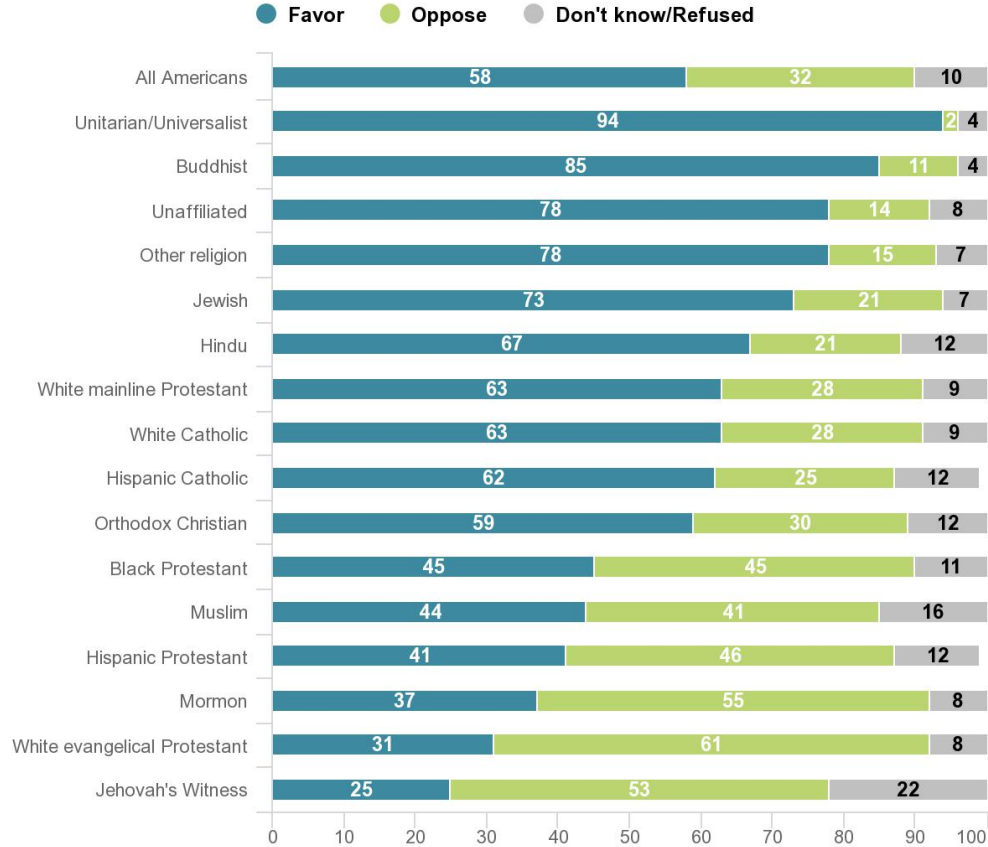
AMERICANS WHO THINK SUCH
PROTECTIONS DO EXIST



AMERICANS WHO THINK SUCH
PROTECTIONS SHOULD EXIST

Most Religious Americans Support Same-sex Marriage

Do you favor or oppose allowing gay and lesbian couples to marry legally?

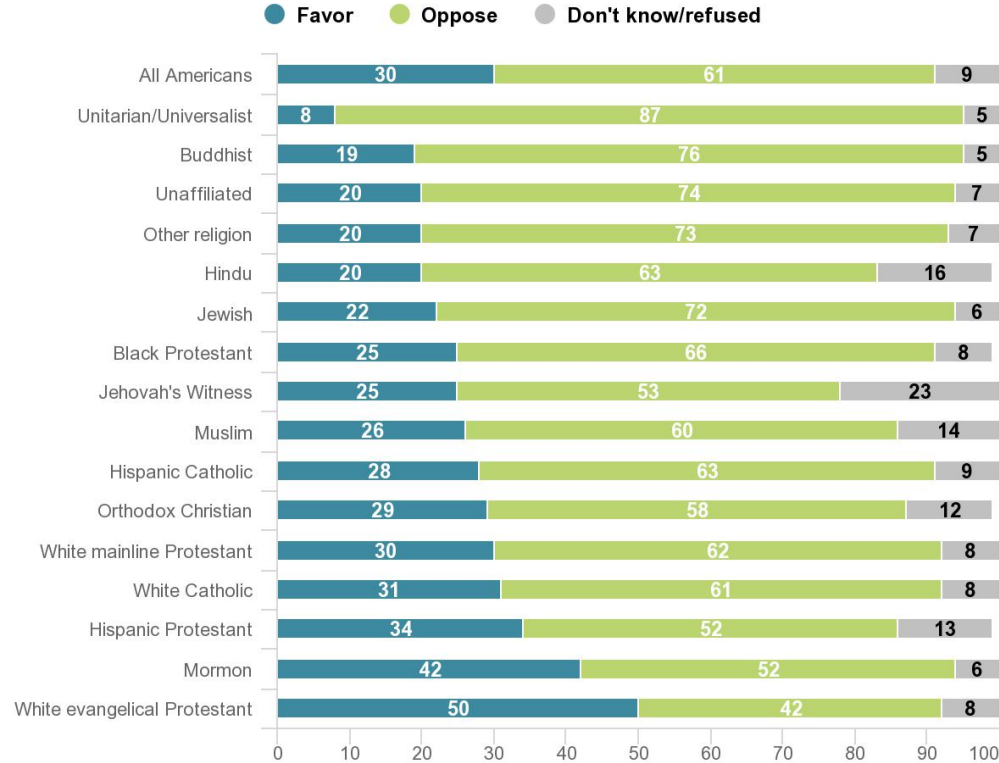


Source: PRRI 2016 American Values Atlas.

PRRI

Most Religious Americans Oppose Religiously Based Service Refusals

Do you favor or oppose allowing a small business owner in your state to refuse to provide products or services to gay or lesbian people, if doing so violates their religious beliefs?

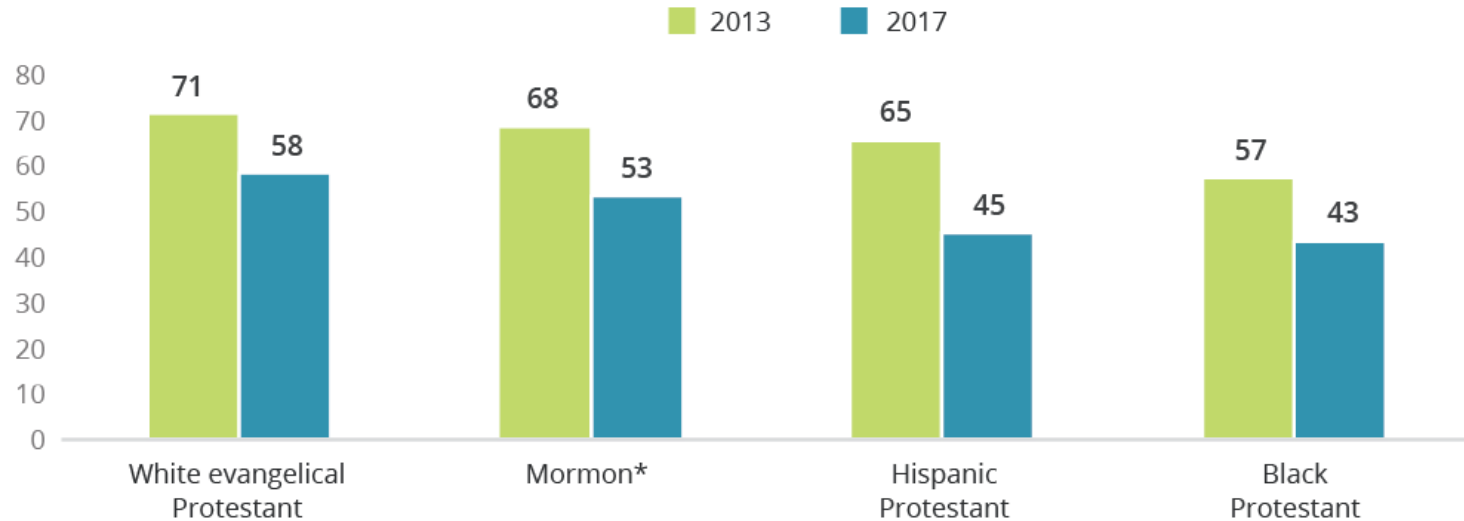


Source: PRRI 2016 American Values Atlas.

PRRI

FIGURE 3. Opposition to Same-Sex Marriage Declining Among Conservative Religious Groups

Percent of each group that was opposed to allowing gay and lesbian couples to marry legally in...

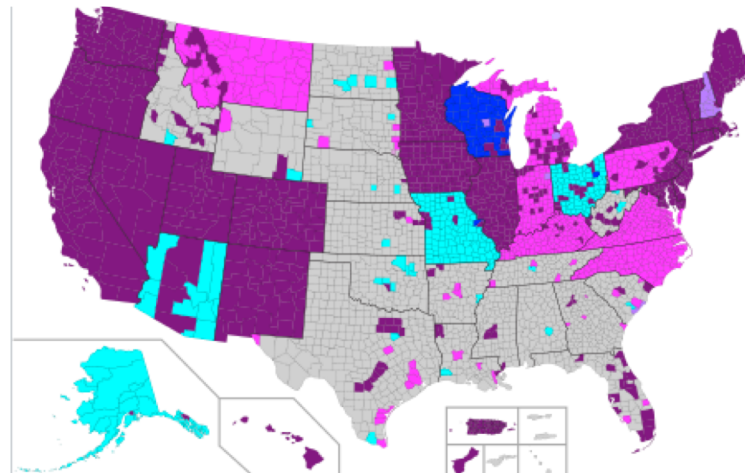
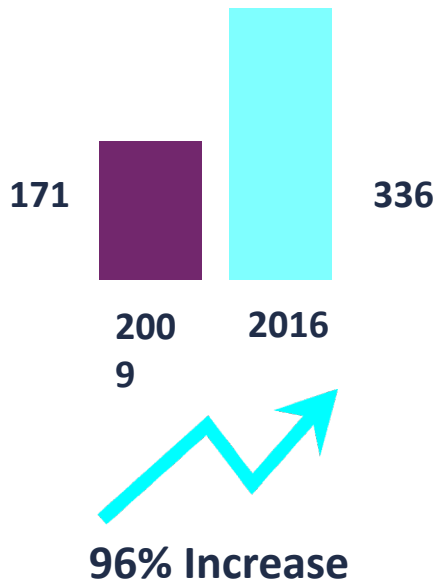


* The 2013 Mormon figure is based on research conducted in 2014.

Sources: PRRI/Brookings 2013 Religion, Values & Immigration Reform Survey; PRRI 2014 American Values Atlas; PRRI 2017 American Values Atlas.

LGBT PROTECTIONS

CITIES, COUNTIES AND TOWNS



Map of states, cities, and counties that have sexual orientation and/or gender identity anti-employment discrimination ordinances

- Sexual orientation and gender identity with anti-employment discrimination ordinance
- Sexual orientation with anti-employment discrimination ordinance and gender identity solely in public employment
- Sexual orientation with anti-employment discrimination ordinance
- Sexual orientation and gender identity solely in public employment
- Sexual orientation in public employment
- Gender identity in public employment
- Does not protect sexual orientation and gender identity in employment

WASHINGTON/NATIONAL UPDATE

- Equality Act passes House in May
 - Houses of worship become “public accommodations”
 - Churches, schools and charities lose federal funding (for National School Lunch program, Nonprofit Security Grant Program, FEMA for disaster relief)
 - Religious Adoption and Foster Care agencies lose federal funding
 - Religious Shelters for Homeless and others in need lose federal funding
 - Religious Colleges lose right to federal funds, to hire based on mission, to enact student discipline
 - Loss of Religious Freedom Restoration Act in suits over SOGI
 - Very little religious exemptions in the bill.
 - All of the above would be litigated, but no guarantee of success
- Fairness to All
 - Balance LGBT civil rights and religious freedom rights
 - Protects tax-exempt status of religious organization with Biblical view of sexuality
 - Protects wedding vendors
 - Protects “right to hire” based on religious mission
 - Protects employees (to take Sabbath and not to be fired for religious convictions)
 - Protects policies with respect to housing in religious organizations (including colleges)
 - Protects religious schools with respect to student discipline
 - Protects religious adoption agencies
- Current State of Bill and Conversation

JBU POLICY CLARIFICATIONS – LGBT ISSUES

- Examples
- General approach
 - Affirm Biblical ideal
 - Recognize possibility of falling short
 - Respond on case by case situation with grace and truth
 - Reserve right to make separation decision
- Specific approaches to transgendered people
 - Integrity (doctrine of creation)
 - Accommodation (doctrine of sin)
 - Civil rights
- Areas covered
 - Employee expectations
 - Traditional undergraduate student expectations
 - Adult student expectations
 - Housing
 - Athletics
 - External guests
 - Facilities
- General Discussion – how are you handling LGBT questions at your school?

Headwinds for Christian Education

- Cultural Divided
- Economic Sustainability/Educational Business Model

A. What is Christian Education?

1. Experience or Product
2. Shaping a Life or Delivering Content
3. Discipleship Model or Production Model
4. Quality or Efficiency

B. Why Does Christian Education Cost so Much?

1. Inverse relation between productivity and quality
2. What is the nature of the industry?
3. What other industries have similar cost structures and why?

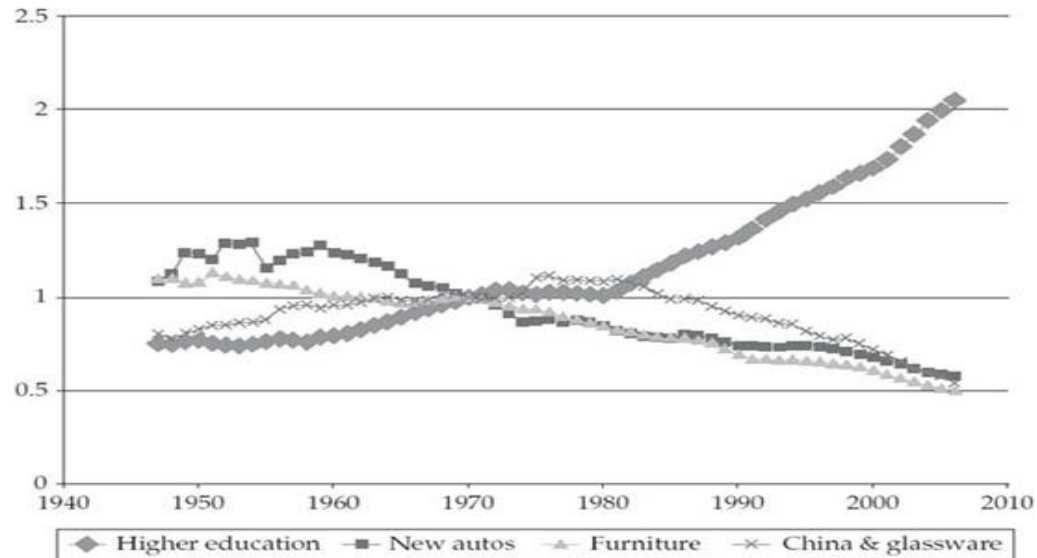


Figure 2.1 The Real Price of Higher Education Compared to the Real Price of Selected Durable Goods, (1970=1)

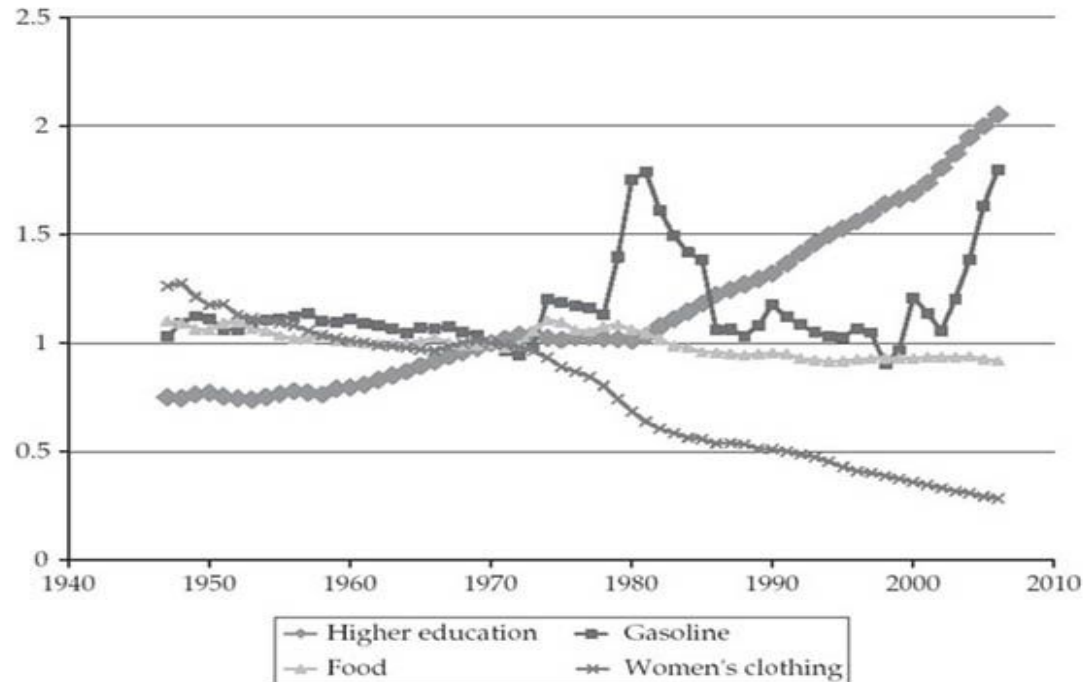


Figure 2.2 The Real Price of Higher Education Compared to the Real Price of Selected Non-Durable Goods, (1970=1)

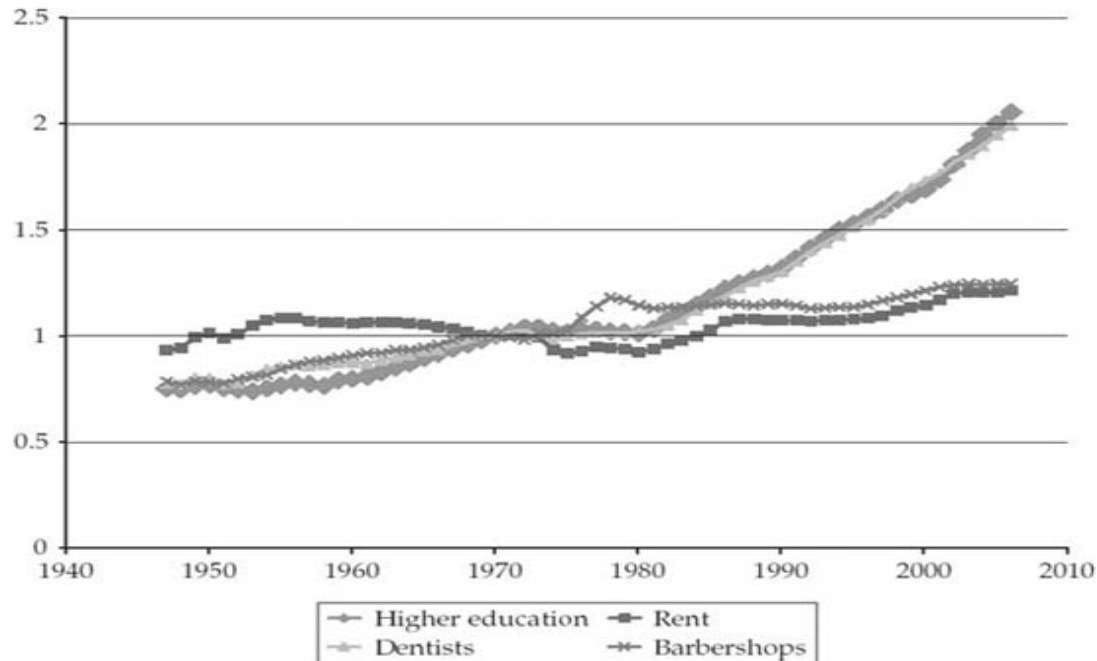


Figure 2.3 The Real Price of Higher Education Compared to the Real Price of Selected Services, (1970=1)

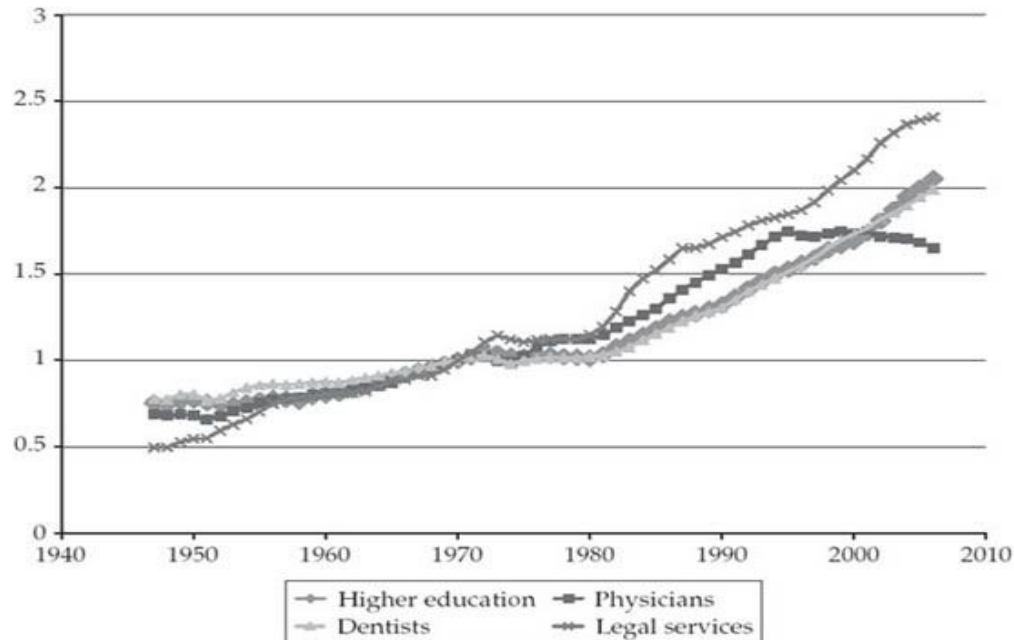


Figure 2.4 The Real Price of Higher Education Compared to the Real Price of the Services of Physicians, Dentists, and Lawyers, (1970=1)

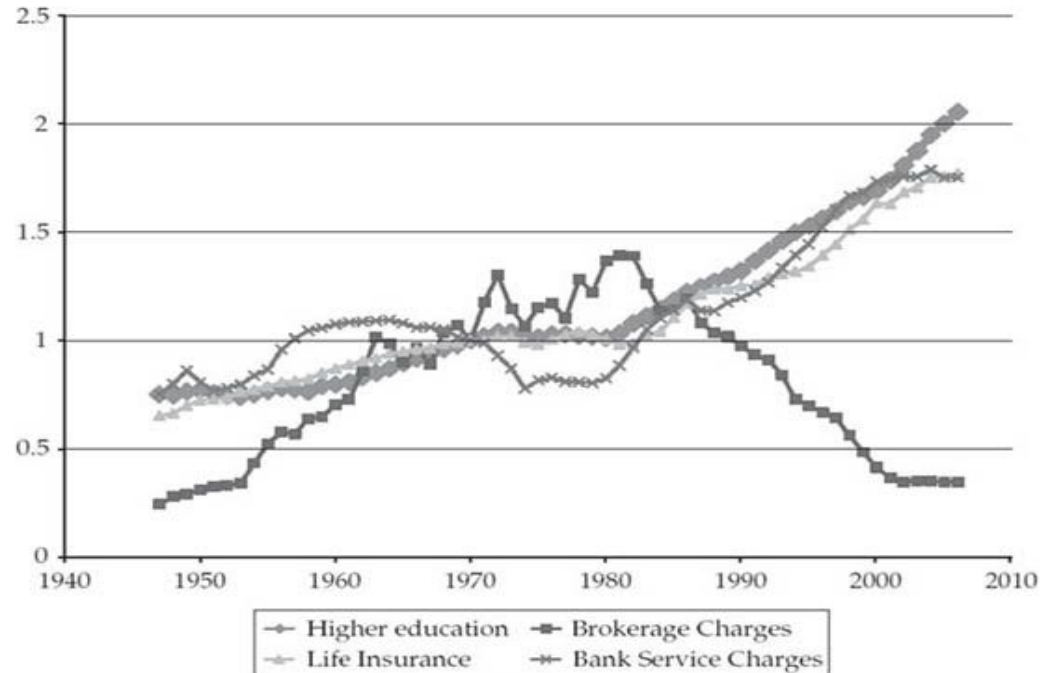
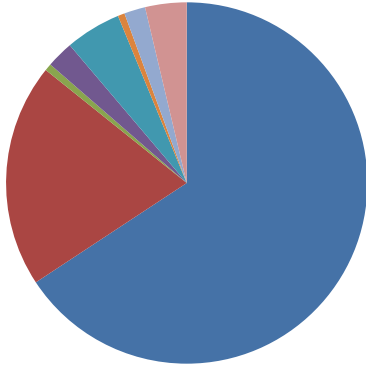


Figure 2.5 The Real Price of Higher Education Compared to the Real Price of the Services of Brokers, Life Insurance, and Banks, (1970=1)

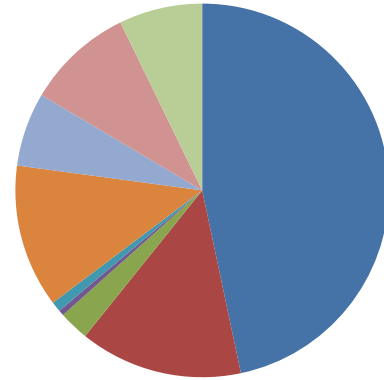
- A. Christian Education is less like a product
 - 1. Lots of productivity gain/price reduction in goods
- B. Christian Education is a service
 - 1. But not barber shop
 - 2. Very much like dentist, lawyers, physicians, insurance, bankers
 - 3. Little productivity gains and lots of price increases for highly educated service work
- C. Will technology enable Christian education to become more like brokerage services?
 - 1. Brokerage services became less personal without losing quality
 - 2. So far technology has only increased cost and quality in higher ed.
- D. Useful information to communicate to board who sees Christian education as a “business”

Revenue Sources

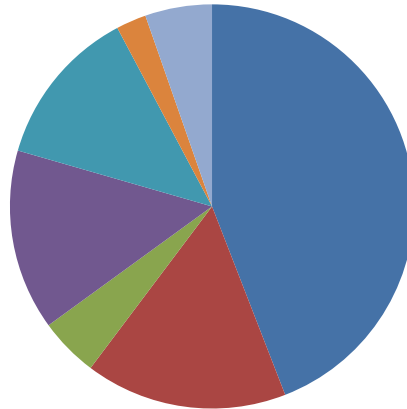
Bethel



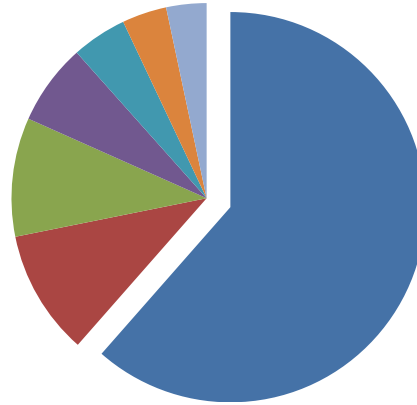
JBU



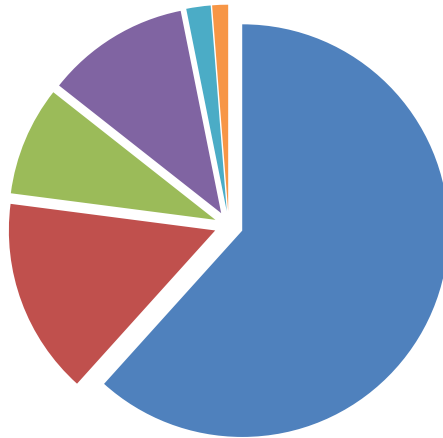
Wheaton



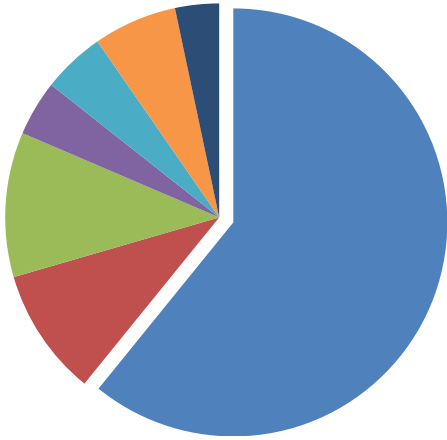
JBU 2017-18



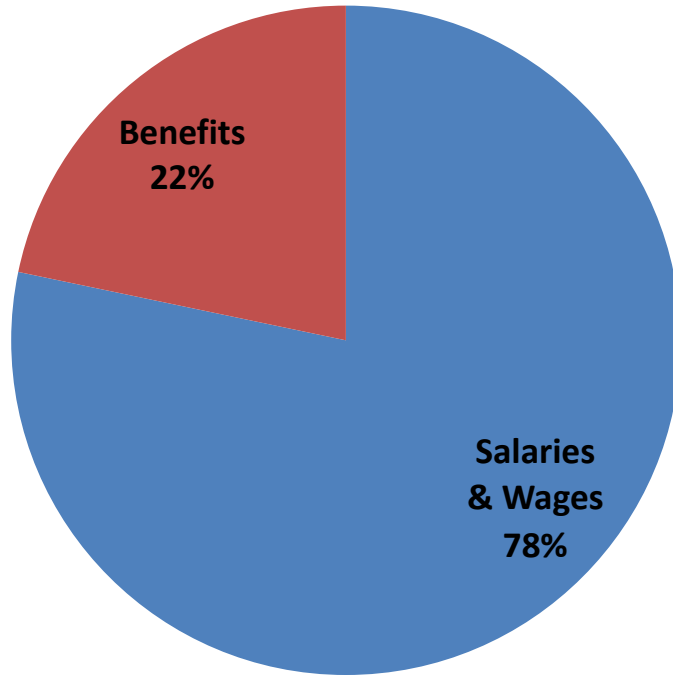
Wheaton



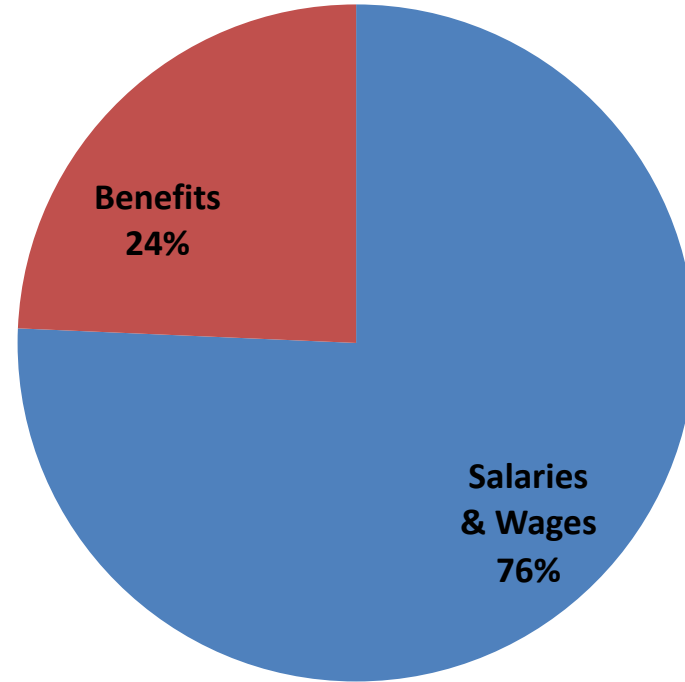
Bethel 2017-18



JBU 2004-05



JBU 2017-18



Headwinds for Christian Education

- Cultural Divided
- Economic Sustainability/Educational Business Model
 - Possible new revenue sources
 - Possible expense control

Headwinds for Christian Education

- Cultural Divided
- Economic Sustainability/Educational Business Model
- Change Management
 - Know what can't change and articulate that frequently (Christian mission)
 - Yesterday's success may well be producing today's declines
 - Same methods will produce similar results
 - Don't give up those methods (you need those results)
 - Create space for new initiatives/marginal change
 - Pilot new initiatives
 - Spend time listening to outside your constituency (they may be your new market)
 - Families who don't come
 - Local Churches who don't send students
 - Outsiders help you gain new perspective on your institutional
 - Change involves loss – people are upset about the loss, not the change
 - Change engenders uncertainty, fear, disloyalty, challenges to your leadership, and internal feeling of inadequacy
- How have you seen change work well in your school? How has it gone poorly?

Headmaster's Retreat SUMMER 2019

