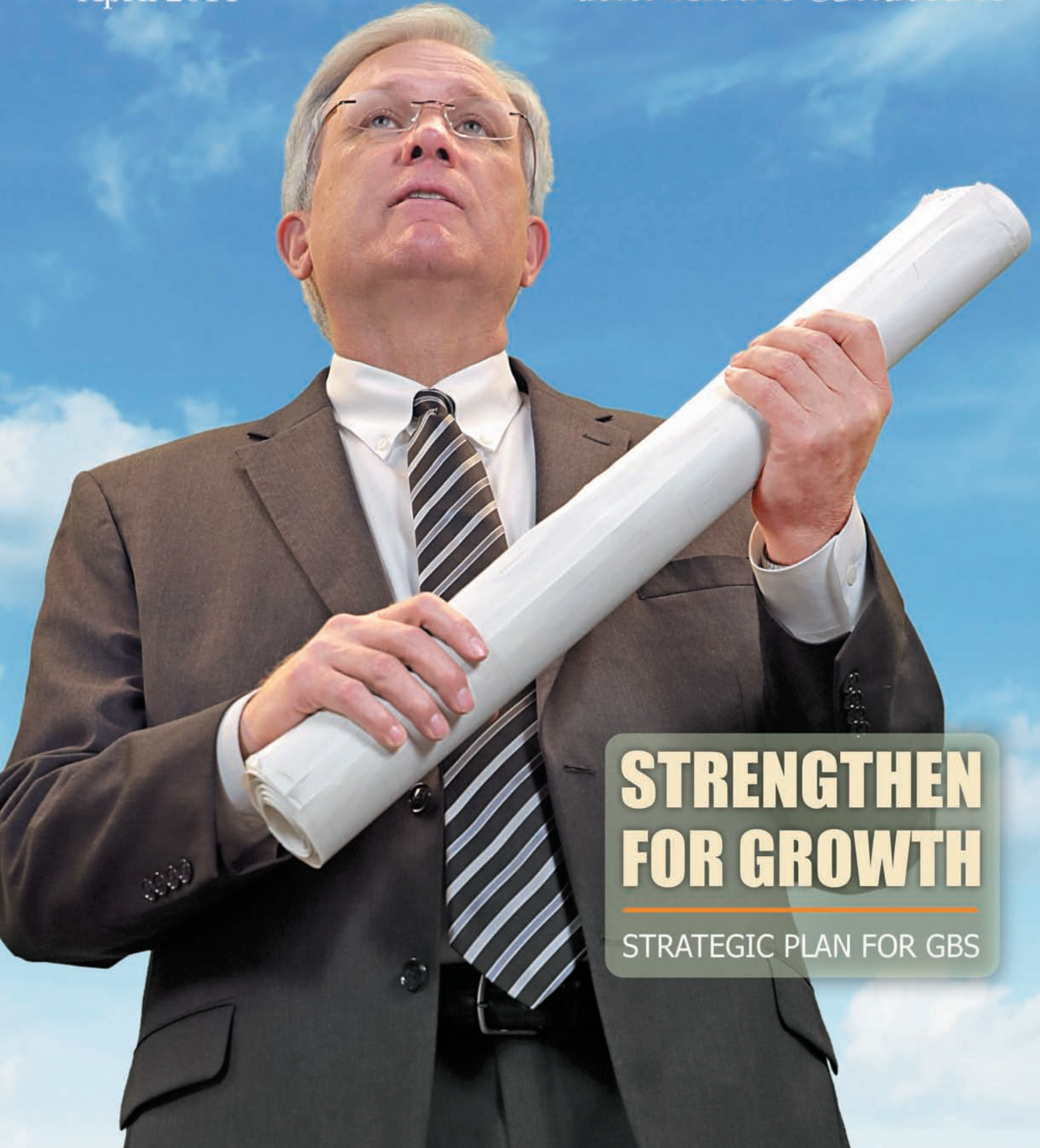


# GOD'S REVIVALIST

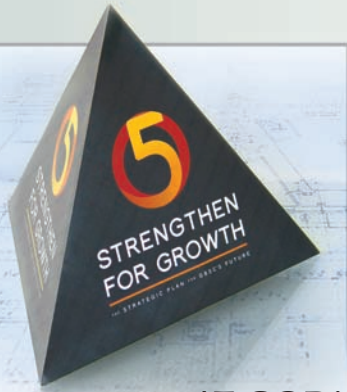
April 2014

*and Bible Advocate*



**STRENGTHEN  
FOR GROWTH**

STRATEGIC PLAN FOR GBS



# about this issue

## STRATEGIC PLANNING AT GOD'S BIBLE SCHOOL

Ahhh, the good old days of Strategic Planning. My years as Vice President for Academic Affairs had me intimately involved in all aspects of planning. As President Avery mentions in his opening article (p.3), planning has been an evolving process. What is amazing, however, is that God was helping him formulate good plans from the beginning of his administration, which has resulted in an outstanding list of accomplishments (p.4).

For GBS, strategic planning involved a substantial learning curve and came as we were struggling with stabilizing and growing enrollment and various resources. It took some juggling to keep things together at the moment while grappling with goals for the future.

Thankfully, getting better at planning coincided with positive gains in institutional health. It gave us room to breathe—to give more time to focus on longer-range plans. Additionally, the second and third times through were easier as processes were more institutionalized. However, all of these strategic plans are the result of broad input and substantial work (p.5). Follow-through takes a dogged dedication to consistent efforts.

In this issue, we are pleased to share with you the new strategic plan—Strengthen for Growth—formulated over the last several months and scheduled to be rolled out at the GBS alumni reception at the Interchurch Holiness Convention (p.20). After an introduction explaining how it was constructed and its basic initiatives (p.5), there are sections throughout this issue explaining aspects of the “Five E’s.” Interspersed are some Day-in-the-Life-of-a-Student vignettes.

Finally, President Avery shares the various ways you can personally be involved in helping make this plan a success (p.20). We sincerely hope that you join with us on this journey. —KF

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COVER PHOTO: President Avery looks to the future. Photo by Shane Muir.

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God's Bible School and College seeks to glorify God and to serve His Church by providing higher education centered in Holy Scripture and shaped by Wesleyan conviction, thus preparing faithful servants to proclaim Jesus Christ and spread scriptural holiness throughout the world.

# the president's page



**Vision is a clear mental picture of what could be, fueled by the conviction of what should be.**

## **STRATEGIC PLANNING AT GBS: SUCCESS IN PROGRESS**

*by Michael R. Avery, President*

**I**nstitutions like GBS are fueled by vision. A strategic plan is the framework for bringing that vision to fruition. It serves as the incremental steps and benchmarks for a vision.

The truth is that strategic planning has been evolving at GBS, becoming more systematic, complex, inclusive and institutionalized. It wasn't always so. A little background will give some perspective.

### **MY OWN STRATEGIC PLAN: 1995**

In my installation remarks, I presented four initiatives that I felt had to be given institutional priority. I did not know at that time that I was developing a strategic plan. I only knew that God wanted me to give laser-like attention to four specific areas:

**1. Address the school's financial situation.** This meant stabilizing cash flow in order to meet payables in a timely manner, addressing payroll concerns, and reducing and eventually eliminating the debt.

**2. Restore the core.** The programs that undergird a Bible college like GBS are the Bible/Theology/Ministry training programs. These programs are at the very core of GBS's mission. Sadly, these programs were faltering and enrollment numbers showed a sharp decline in this area of study. I knew these programs had to be restored in numerical strength and back to a place of importance on our campus, so their rebuilding had to become a major priority.

**3. Enhance and re-build the faculty.** This meant bringing in new faculty and aggressively pursuing continuing education for present faculty. The faculty lacked vision and passion—there was a sense of institutional weariness that had to be replaced with vision and optimism.

**4. Increase enrollment.** College enrollment, which peaked at 338 in the fall of 1983, had dropped to 167. The School could not function properly if

enrollment and tuition revenues were not significantly increased.

Though this plan was never formalized as an official strategic plan, it became the guiding philosophy that marked every decision until a formal plan was developed in 2000.

In the spring of 1999, a group of board members, administrators, and key faculty met in Indianapolis to strategize and develop our first official strategic plan.

## STRATEGIC PLAN 2000-2005

This five-year plan had 9 major objectives—but actually only added 5 new ones to the first four that had guided us for the first 5 years.

**5. Hire a full-time student recruiter** and prepare an enrollment plan with specific goals of enrollment increases.

**6. Hire new faculty** to give leadership and strength to existing programs.

**7. Begin a facilities study** that would develop a master plan to guide campus development and growth.

**8. Launch a capital campaign** to address financial and facilities issues.

**9. Explore regional accreditation** with North Central Association.

Did these first (some would say feeble) attempts at strategic planning produce positive outcomes? Yes, God blessed our efforts in a remarkable way (see accomplishments at right). And that was just the beginning. Since that time we have had two other strategic plans (STAND Plan in 2005; First Rolling Plan in 2008) which provided two important ingredients for institutional maturity and growth: broader input and better processes.

Our 2014 plan—Strengthen for Growth—is forward-looking and continues to strengthen our weaknesses, build on our strengths, and plan for our future. This plan focuses a great deal of emphasis on serving. We want to be a better partner with the local church and para-church organizations that need our expertise. It also addresses our commitment to be an institution that is centered in and guided by scripture, while at the same time willing to have greater institutional flexibility to meet the challenges and changes of the 21st century. ■

## ACCOMPLISHMENTS of First Two Strategic Plans

### Goal 1: Address Financial Concerns

- Over \$2 million debt paid off
- Payroll issues addressed and kept current (never missed)
- Accounts payable made current and kept under 30 days
- Budgets carefully planned and followed
- Cash flow reserves established to help smooth out day-to-day operations
- Scholarship funds initiated and built
- Over \$3 million invested in campus improvements/infrastructure

### Goal 2: Restore the Core

- New chair hired for the Ministerial Education Department and tasked to rebuild the program
- Ministerial Education majors increased over 300%
- Schmul Resource Library and Chapel added for ministerial students
- New chair for the Missions Department hired and tasked with rebuilding the program
- Mission majors increased over 400%
- Gale Resource Library and Classroom created for Missions students

### Goal 3: Encourage Faculty Development

- Faculty with doctorates increased 350% in the first 10 years
- Professional Development Committee created
- Personal Development Goals added to annual reviews

### Goal 4: Increase Enrollment

- Enrollment increased by 85%

### Goal 5: Hire student recruitment staff

- Full-time student recruiter and part-time assistant hired
- Five-year enrollment plan developed
- Spreadsheets developed to better predict projected enrollments
- Cross-Functional Retention Team created to intervene proactively with at-risk students

### Goal 6: Hire new faculty to strengthen programs

- Dr. Ken Farmer hired as Vice President for Academic Affairs and tasked to move to obtain regional accreditation
- Dr. Marcia Davis hired to chair Teacher Education
- Dr. Dan Glick hired to chair Missions
- Dr. Allan Brown hired to chair Ministerial Education
- Aaron Profitt hired to chair General Studies

### Goal 7: Develop a Master Plan for the Campus

- Master plan for campus was developed

### Goal 8: Launch a Capital Campaign

- *Faith in the Future* was launched in Fall 2002
- Phase One raised \$1.6 million

### Goal 9: Pursue Regional Accreditation

- Board of Trustees voted to pursue regional accreditation with the Higher Learning Commission of the North Central Association of Colleges and Schools
- Process began in 2000 with full accreditation achieved two years early on Feb. 14, 2008

# the Journey Forward

My Bible reading this morning happened to be Numbers 13 where Moses selected a chief-tain from each of the twelve tribes to go into Canaan and scout out the land to see what lay in store for the Israelites as they were preparing to enter this new territory.

As I sat there, I thought about the first step in the process that culminated in our new strategic plan—Strengthen for Growth. It all began with an Environmental Scanning Group, ten people selected because of their special expertise in a critical area. They were commissioned to look over the “lay of the land” from their perspective and to bring a report back to GBS. As we moved into the future and into new territory, their job was to let us know what we should be aware of—opportunities and threats—from economic conditions to demographics, from technology advancements to ministry trends.

The information from these “spies from the new territory of the future” became the first step in a series of labor intensive iterations of processing data from surveys to our various constituencies (alumni, current students, staff, community friends), from special focus groups, from reports from our two accrediting agencies, and from our own internal reporting structures. The result is the strategic plan for our future—our blueprint for action—“Strengthen for Growth” (see column at right).

God had promised the Israelites that they would be able to conquer the land with its existing Canaanite inhabitants. However, rather than seeing the opulent blessings God had in store for them, the spies allowed their attention to be drawn to the fortified cities and resident giants. Because of the bad report given, the Israelites were stymied for 40 years.

Our “spies,” however, gave us a good report and encouraged us to keep moving forward. While we know there will be challenges that need addressed, God has promised us new territory—streamlined degrees with more practical approaches, new administrative personnel, and even a new building! We intend to trust God to help us take GBS to the next level. We ask that you go with us on this journey! —KF ■



## STRENGTHEN FOR GROWTH

THE STRATEGIC PLAN FOR GBS'S FUTURE

### EXTEND OUR REACH

- Create a Digital Ministry Center to take our message of scriptural holiness and training globally
- Strengthen and create ministry and partnership relationships in GBS's physical and constituent communities
- Develop a strategy to partner with other organizations that need our expertise but can't afford to do it themselves

### ENHANCE OUR EFFECTIVENESS

- Develop a cohesive, integrative “Student Development Plan”
- Streamline and strengthen academic degrees
- Prepare our students better for a constantly changing world by developing leadership components for all BA degree programs
- Explore development of an on-campus Leadership Center

### ENSURE OUR LONGEVITY

- Develop a comprehensive marketing and communications plan that includes use of online and social media
- Implement budgets controlled at departmental levels within 4 years
- Enhance employee satisfaction through flexible benefits and incremental raises
- Complete comprehensive policies and procedures within 4 years

### EXPAND OUR CAPACITY

- Address staffing needs for both IT and Facilities to keep pace with demand
- Develop a strategy to address concerns with campus housing and property acquisitions
- Expand and enhance academic venues

### ENLARGE OUR RESOURCE BASE

- Develop an alumni engagement plan
- Hire VP for Administration, VP for Advancement
- Create a fundraising program targeting 25- to 40-year-olds
- Within the next 3 years, launch a multi-million dollar capital campaign in support of strategic goals



# a Weekend in the Life of a Ministry Team

## Home Missionary Church, Neoga, Illinois (Pastor Lewis Ryder)

Throughout several weekends, a dozen students, staff, and alumni have visited various churches, usually in teams of four to six students. These weekends have been full of services (in which students played instruments, led in worship, sang special songs, taught Sunday school, and preached), as well as outreach and evangelism training sessions. After providing such training to church members, students facilitated outreach efforts in the churches' communities. This page presents glimpses of one such weekend, as well as reports from some of the pastors whose churches have hosted a team.



### Outreach Setup

The ministry team and church members prepare for outreach at a local truck stop. In addition to the prayer station, the team used techniques learned in Open Air Campaigners training to share the gospel with passersby.



[We] experienced a tremendous weekend with a team of youth from God's Bible School and College.... The emphasis of the weekend was on outreach in our community, including a prayer stand set up at our local truck stop. Several people stopped by.... Another part of the team along with the pastor called on around 20 homes. The immediate result was one man coming to Sunday morning worship who had not attended church in months. On Sunday morning, two of the team members instructed our church on how to use the prayer stand and a sketch board, as well as the proper use of gospel tracts. Overall the weekend was an encouragement as well as a challenge to our church members to be active Christians rather than passive. Thank you for...training young people to minister for Christ.

—Pastor Lewis Ryder  
Home Missionary Church  
Neoga, Illinois

### Special Song

GBS alumna and academy teacher Jenny Fikes, ministerial freshman Patrick Dewhurst, and missions senior Mikah Litchfield minister in song during the Saturday evening service.



The "Outreach Team" was a wonderful blessing to the church. Preaching, singing, cooperation, and their willingness to work was simply outstanding.... God certainly used this group this weekend. The altar was lined with seekers Sunday evening. Jeffery influenced a brand new young man who came to church. My youth group begged them to stay overnight to enjoy some Sunday evening fun, food, and fellowship.... May God continue to use these young people to challenge other churches.

—Pastor Doug Cox  
Wesleyan Bible Holiness Church  
Middleport, OH

### Sunday School

Ministerial senior Denroy Gumbs teaches the adult Sunday school class. Denroy also gave a devotional talk on Saturday evening.



### Preaching

Ministerial senior Amit Dutta preaches in the Sunday morning service. Amit provides leadership for the Ministry Team.



The team took charge of both adult services and our teen worship service on Sunday morning. They provided music and preaching with an emphasis on soul winning and outreach. They were highly organized and engaged with a definite passion for ministry. At the close of the Sunday night service, there was an unplanned altar service where a number of our congregation prayed that God would help us to be better soul winners. I also enjoyed spending Sunday afternoon talking with ministerial students on a wide variety of topics. They seemed very interested in seeking advice concerning pastoring and ministry.

—Pastor Jack Hooker  
Franklin Bible Methodist Church  
Franklin, OH

### Outreach Training

The Sunday morning service includes training by team members Jeffrey Albertson (missions junior) and Patrick Dewhurst (ministerial freshman). Their presentation included questions to help each person learn how to witness, such as, "Who are people God puts in my path?" "When is the right time to share the Gospel with them?" "What are some tools to explain the Gospel?" "How do I start conversations?"



# 1. EXTEND Our Reach

- 1.1 Create a Digital Ministry Center to take our message of scriptural holiness and training globally
- 1.2 Strengthen and create ministry and partnership relationships in GBS's physical and constituent communities
- 1.3 Develop a strategy to partner with other organizations that need our expertise but cannot afford to do it themselves

## About the Digital Ministry Center (DMC)

The DMC will be located across the hall from the counseling center in the lower level of the Knapp Memorial Building. It will have an office and a special sound proof studio with a large green screen. The construction phase is actually complete, the office is operational, and the equipment has been purchased with installation scheduled for March. This project has been fully funded by the Selma Bible Methodist Church.

## Who will benefit from the DMC

The number one request we receive from international leaders is discipleship material that teaches about the holy life. We have a significant amount of material and other resources already developed for presentation but not developed for printing. The most efficient way to get these materials to those who desperately need them is to video professors giving 10- to 15-minute lessons and upload them to the Internet.

Mission organizations and Sunday school curriculum organizations are requesting materials that are best provided by someone with scholarship or expertise in a particular area. The DMC will also enable us to record instructional sessions and upload them. This will allow us to share the very best in holiness teaching

with anyone in the world utilizing newly created or existing repackaged digital media.

Current GBS students can be involved in these new endeavors, providing them with valuable experience and instilling an interest in both local and international ministries. While this can happen through the DMC, it can also happen by students going to those locations. Examples of this would be those involved in missionary trips and teams that go to assist churches in specific outreach projects.

GBS as an institution has some kinds of expertise not always present in organizations. Examples include conflict mediation, strategic planning, organizational governance, policy development, technology applications, and professional development. We want to find ways to make our knowledge and experience available to help others.

## Strengthening ministry and partnership relationships

GBS partners with various civic, government, and social groups in the Cincinnati area. Our contributions are always in the spirit of making a positive contribution to the community. Whether it is conducting jail services, tutoring public school students, creating the new Mt. Auburn Community Development Plan, or actively serving on community boards, we are making a statement that GBS cares. These efforts will only be strengthened through this plan.

One of these partnerships is with the Greater Cincinnati Consortium of Colleges and Universities (GCCCCU) which helps the institution by providing opportunities for collaboration and training with colleagues at other colleges in the Cincinnati area. For students, our GCCCCU membership opens the way for cross-registration, allowing students to take classes in areas not offered at GBS. ■



Photo Shoot in the Digital Media Center



GBS Hosts the Mt. Auburn Chamber of Commerce



## 2. ENHANCE Our Effectiveness

- 2.1 Develop a cohesive, integrative “Student Development Plan”
- 2.2 Streamline and strengthen academic degrees
- 2.3 Prepare our students better for a constantly changing world by developing leadership components for all BA degree programs
- 2.4 Explore development of an on-campus Leadership Center

### Student Development Plan

In realization that a great education is complete only when students are transformed in character and cognition, our goal is to facilitate mature leadership now, and to excel in equipping educated, mission-oriented servants of Christ. This will become a core focus of the Student Development Plan. We want to institutionalize a culture of success, knowing that people typically rise to the level of expectations they accept.

An additional goal of the plan is to develop a more principle-based approach to campus life rather than a rule-oriented approach. We believe this will better prepare our students to truly know what they believe and how to live it out after they leave GBS.

### Streamlining and strengthening degrees

Each of our academic divisions are reviewing their programs to determine how we can most effectively provide an educational experience that God can use to transform students into the faithful servants He has called them to be. We want our degrees to be simultaneously streamlined and strengthened, offering the best, most essential content, while increasing students’ choice of classes, thereby giving them breadth and depth in light of their calling and interests.

Already we have begun this process by a revision of our General Education Core. Instead of focusing on a long list of required courses, we are moving to a “distribution” system that allows students to choose courses in various academic disciplines.

Although our graduates receive one of the finest academic and spiritual experiences one can get anywhere, we realize we have had two consistent weaknesses in some of our graduates that need our attention. The first is practical experience within their major. The second is leadership training. These are two distinct concerns that actually overlap. We plan to address this by: enhancing our internship programs; creating more opportunities for hands on experience and adding a significant leadership component to all of our programs.

### Leadership focus

Our students are serving in many leadership capacities on campus, including student government, strategic planning, Student Affairs staff meetings, various student organizations and institutional committees, including those within the academic divisions. Students are regularly consulted on academic and student development matters.

This plan makes further advancement in this area by creating an on-campus Leadership Center. After the music division moves into the new Ministry Arts and Education Center, the old music building will be renovated for this purpose and \$150,000 has already been committed to this future project.

In addition to those on campus with significant experience in ministry leadership, we also plan to bring in some of the best ministry leaders in their field to interact with and share their life experience with our students. ■



The Avery's Discipleship Group

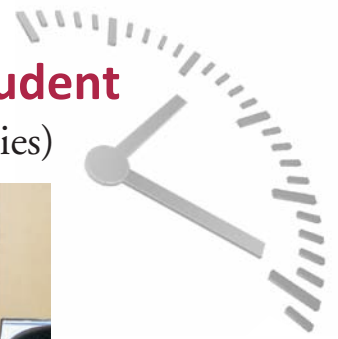


LEADERSHIP CENTER



# a Day in the Life of a Student

Karen Olson, Springfield, Illinois (sophomore in general studies)



2-3

trips to Filson Park

per week to swing—  
a favorite place to relax  
close to campus

\$8.45

price of favorite meal

a burrito bowl at Chipotle with  
all the fixin's plus guacamole

50-60

times per day

the frequency with which she  
checks Facebook—keeps in  
constant communication with  
siblings at home

8

scarves

she likes their look and feel  
and they provide more  
wardrobe options

11

toes

born with an extra toe which  
was eventually removed—  
continuing foot difficulties  
have made James 1:2-3  
a favorite scripture

244

inches

combined height of the four  
Olson siblings currently  
attending GBS

50-60

books read per year

during her pre-teen years, she  
even voluntarily wrote book  
reports for each!



7:19 a.m.

Ready to Start the Day

Karen and roommate Mikah  
Litchfield are ready to leave the  
dorm and start their day.



10:43 a.m.

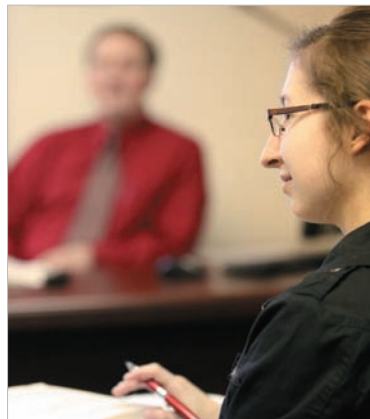
Advanced Business German at  
Xavier University

Xavier University provides courses through the  
Greater Cincinnati Consortium of Colleges &  
Universities (GCCCU) to GBS students for no  
additional tuition. XU is 3.8 miles from campus  
and only requires one bus if you use public  
transportation. Other universities in the con-  
sortium include Cincinnati Christian University,  
Northern Kentucky University, and the  
University of Cincinnati.

12:40 p.m.

Modern English  
Grammar Class

GBS English professor  
Lyle Witt explores  
"English Syntax:  
Grammar of Words"  
with the students.



3:01 p.m.

Cleaning the Cafeteria

Karen cleans tables and  
vacuums the floor as part of  
her student work program  
duties; this helps her to pay  
for her college education.

7:44 p.m.

Studying in the Library

The Flexon Library provides a  
quiet atmosphere to study and  
do homework.



9:12 p.m.

Student Council Meeting

Elected members meet in The Commons to plan healthy  
social and recreational activities that promote community  
and provide a diversion from the stress of college life.

# NEWS

from the Hilltop

## CHOIR TOUR 2014

Don Davison reported that in nearly every service of this year's tour, the final song, "It is Finished," found people spontaneously standing and singing along, until the whole congregation ended up on their feet without any direction to do so. One person commented that "This was probably the best we have ever heard the



The College Choir

choir...the song selections were very good and the musicality was impressive."

The Late Winter Choir Tour, February 20–March 1, under the direction of Professor Tim Crater, made presentations in Alabama, Florida, South Carolina, North Carolina, Indiana, and Ohio. In addition to Mr. Crater and more than 40 student singers, tour personnel included Don Davison, tour director; Martha Miller, faculty accompanist; and Andy Cooley, bus driver.

Along the way, two school visits were also held. Josh Cravens led a team to the Pell City, Alabama, Bible Methodist Christian School where he spoke to the high school students about the benefits of a Bible college education and GBS degree programs. Later in the trip, Josh led another team to Carolina Christian Academy in Thomasville, NC.



## YEARBOOK DEDICATED TO TIM CRATER

The GBS yearbook *Hilltop 2013* was recently dedicated to Tim

Crater. After his graduation from GBS (BA '89), he worked as a music teacher at Liberty Bible Academy before joining the college faculty at GBS in 1999. He received his master of music degree from Bob Jones University, and, in 2010, assumed the directorship of the GBS College

# REVIVALIST FAMILY

On these pages, we feature items about GBS alumni, significant events scheduled throughout the "Revivalist Family," and brief news notes from across the Holiness Movement.

## BIRTHS



To **Jennifer and Jesse (BA '08) Moke**, a son, **Jesse (JJ) Rappa Jr.**, born February 21, 2014, in Indianapolis, Indiana. Jesse works with Victory Inner-City Ministries in Indianapolis and is an active elder at his church, leading in both main services and children's services.



To **Charity (Carpenter) (AA '02) and Mark (AA '02) Mullins**, an adopted daughter, **Emma Caroline**, born December 5, 2013, in Longview, Texas. A few days after her birth, the Mullins were able to take her home after a beautiful entrust-

ment ceremony. Mark is a software engineer with General Dynamics and they live in Tyler, Texas.

## DEATHS



**Charles Wesley McCleery**, 73, of Summerfield, Florida, died January 13, 2014, at Ocala Regional Medical Center surrounded by his family. He was born November 12, 1940, in Van, Pennsylvania, son of the late Rev. Marshall and Lovedy McCleery. In 1958, he and several others banded together to organize the Evangelical Wesleyan Church of North America. He was a 1962 graduate of GBS, earning a BA degree in Greek and Religion. He married Lela Belle Ginter on August 19, 1967. Charles pastored numerous churches in northwestern Pennsylvania and New York. He also

Choir. We are grateful to have him as a part of our GBS campus family. Whether through his capable teaching of music classes, energetic directing of the College Choir, or godly leading of his family, Mr. Crater has proved himself to be a man worthy of our recognition.



**GARY MITCHELL JOINS THE FACILITIES TEAM**

Gary and Denise (Pratt) Mitchell met while attending college at

GBS. Both Gary and Denise graduated in 1984 and moved to Alaska to teach at Far North Christian School in Fairbanks. They were married in 1988. All four of their children were born in Fairbanks, and the family thoroughly enjoyed life in the Far North! They especially enjoyed mission trips into the surrounding villages, as well as camp-

ing, fishing, and hunting trips with friends and family.

In the fall of 2006, the Mitchells felt it was time to move to the “lower 48” to be near and to help with aging parents. Sharonna, their oldest daughter, became a student at GBS in 2008

and will graduate this spring through the ADEP program. She married Daniel Nuest in December of 2012. Tyler and Emily are currently students in the college department and Wesley, age 10, looks forward to the day he can be a part of college life! ■



served in several other capacities: an instructor and president of Adirondack Bible College (NY), an instructor at John Fletcher Bible College (NE), and the administrator of Corry Area Christian School (PA). In 1988, he was ordained and served as a priest in the United Episcopal Church of North America. He is survived by two sons, Patrick and Michael; daughter, Suzanne; eight grandsons; a brother, George; a sister Carolyn; and numerous nieces, nephews, and cousins. Services were held at the First Christian Church, Ocala, Florida.

**Onlee Omega (Partin) Davis**, 84, died Feb. 6, 2014, at her beloved farm in Falmouth, Kentucky. Onlee, also known to many as “Meg,” was the third of five children born to Dorsey and Jannie Partin. She left home at 16 to attend God’s Bible School. Even though she attended only for a short time (1945-46), her experience there influenced her throughout her life. She was

a woman of strong faith and convictions, and carried her faith and her Bible with her always. After GBS, she completed her study as a licensed practical nurse. She was proud of her profession and was an incomparable and compassionate nurse for more than 20 years. Onlee was married and widowed more than once. She is survived by her children, Rick, Stella, Sam, Greg, Nancy; six grandchildren; many nieces, nephews, cousins, and friends beyond count. Services were held at Indian Hill Church.

**Charles R. Smith**, 94, died February 8, 2014. He was born August 8, 1919, in Mason County, West Virginia. He was living in Nashville, Tennessee, at his passing. He is survived by his wife, Ruth E. (Plemmons) Smith. The graveside service was officiated by Rev. Michael Hancock. There will be a memorial service scheduled later when his wife is well enough to attend. ■



## 3. ENSURE Our Longevity

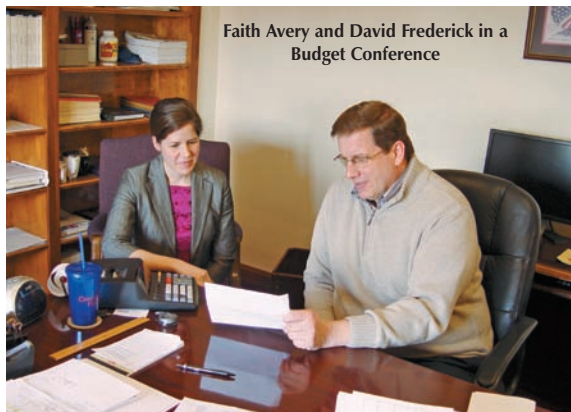
- 3.1 Develop a comprehensive marketing and communications plan that includes use of online and social media
- 3.2 Implement budgets controlled at departmental levels within four years
- 3.3 Enhance employee satisfaction through flexible benefits and incremental raises
- 3.4 Complete comprehensive policies and procedures within 4 years

### Comprehensive marketing and communications plan

The goal is to develop a plan, so while details are far from decided, this initiative has the potential to include a branding strategy, improved campus signage, and other steps envisioned to raise institutional profile.

### Budgeting

GBS is committed to excellent stewardship of the financial resources God provides through His people. This means carefulness in spending, as well as work to identify additional opportunities for savings. One way to promote this is through greater responsibility



Faith Avery and David Frederick in a Budget Conference

by administrators for budgets in their areas of campus. This will help administrators plan for future expenditures, then monitor purchases to be sure that wise spending decisions are being made.

At the same time, this process will help our administrators develop additional management skills. This will give them a better understanding of GBS's overall financial position and will enable more people on campus to think about ways to use our current resources more efficiently. As administrators become accountable for financial planning in their areas, they will also gain responsibility for spending funds in line with those plans.

### Enhancing employee satisfaction

We regularly solicit feedback from our employees through surveys and focus groups to understand what our employees need and what makes them feel valued. In general, GBS employees tend to report fairly high satisfaction with their work experience. GBS has been named as one of the "Top Workplaces in Cincinnati" three years in a row. However, there is always room for improvement. We intend to utilize the means available to us to find out from our employees how GBS can best meet their needs. While incremental raises and flexible benefits are important, there may also be other things that can be done to increase overall satisfaction that do not require additional funds. As good stewards, we want to do the most good with what has been entrusted to us, and that means exploring as many avenues as possible to foster an environment in which employees are provided for and feel valued. 📌



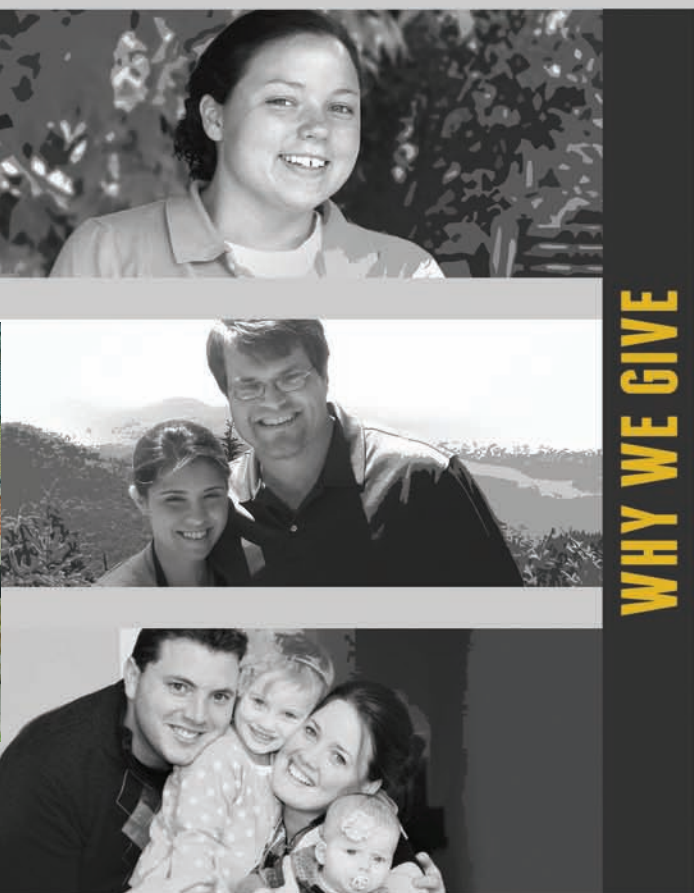
GBS Increases Its Social Media Presence



# ASK ME WHY

— 1810 Sustaining Donors —

It's easy. It's convenient. And it makes a difference.  
Become a monthly donor today!



**“GBSC GAVE SO MUCH TO ME EDUCATIONALLY, SPIRITUALLY, AND PERSONALLY . . . I WANT OTHERS TO BE IMPACTED BY GBSC THE WAY THAT I WAS.”** - *Brittany Brander*

**“WE WANT THIS COLLEGE TO KEEP DOING EXACTLY WHAT IT IS DOING FOR MANY YEARS TO COME . . . WE BELIEVE IN WHAT HAPPENS WITH THE INVESTMENT.”** - *Brandon & Marianne Mills*

**“MONTHLY GIVING IS A GREAT WAY WE CAN SUPPORT A PLACE WHERE YOUNG PEOPLE LEARN ABOUT GOD.”**

- *Nathan & Elizabeth Dahler*

## Office of Advancement

1810 Young Street  
Cincinnati, OH 45202  
513.721.7944  
[www.gbs.edu](http://www.gbs.edu)

# The Sun Never Sets on the Students of God's Bible School

LOOKING BACK. MOVING FORWARD.



**Jean Eades (HS 1974)**

has dedicated her life to mission work in Guadalajara, Mexico. Several current GBS students are a result of her influence.



**Lettie Cowman (1900)**

author of *Streams In The Desert*, founded the Oriental Missionary Society with her husband Charles.



**Alfonso Chen (BA 2009)**

came to GBS as a result of Jean Eades' work in Mexico. After receiving his music degree, he returned to teach in Guadalajara.



**Ernst Cassy (ThB 1961)**

spent a life of Christian service in his native country of Haiti where he founded Evangelical Mission and Good Shepherd Orphanage.



**Joel and April Hess (1997-99)**

serve as missionaries with Haiti Gospel Mission in Despinos, Haiti, which includes two schools and a medical clinic.



**Irene Blyden (1905-1909)**

returned to the Caribbean and married alumnus Richard Taylor. Together they established the Pilgrim Holiness Church in Nevis.



**Wingrove Taylor (ThB 1953)**

served the Caribbean as General Superintendent of The Wesleyan Church and is a long-time member of the GBS Board of Trustees.



**Lula Schmelzenbach (1905-06)**

with husband Harmon, spent a lifetime of service establishing Nazarene missions in Swaziland, Mozambique, and South Africa.



**Lillian Trasher (1906-07)**

founded the Lillian Trasher Orphanage in Egypt in 1911, one of the largest orphanages in the world; it is still in operation.



**Melvin Adams (BA 1982)**

and his wife Sandy involved themselves in church-planting efforts in Ukraine and founded Kiev Wesley Bible College.



**Vita Kohutka (BA 2008)**

returned to her native Ukraine where she conducts Bible studies and ministers to youth and children with her husband Steven.



**Dorcas Croft (BA 1989)**

serves as an educator for future pastors and church leaders at Emmanuel Wesleyan Bible College in Swaziland.



**Harry Woods (1912-1914)**

and nine other alumni helped distribute gospel tracts to every home in Japan in 1917-18. He also served in Korea, Taiwan, China, and Brazil.

As this is only a brief survey of countries where GBS alumni have worked or are working, we welcome your input to create a more complete record. Please submit additional information to [mstetler@gbs.edu](mailto:mstetler@gbs.edu). Thanks!



# a Day in the Life of a Student

Miguel Egremy, Guadalajara, Mexico (junior in teacher education)

**7:25 a.m.**  
**Shoveling Snow**

Miguel and others are out early clearing snow and salting sidewalks so that fellow students can walk safely to class. Approximately 80 students participate each year in the student work program which helps to pay a significant portion of their school bills.



**10:56 a.m.**  
**Wisdom Literature**

Miguel takes notes as Dr. Allan Brown lectures on "Theodicy: The Problem of Evil, Pain, and Suffering," from the Psalms and Job.



**1,990**  
**miles from home**

30-hour drive from GBS to Guadalajara, Mexico (without stops) or 6 hours and 10 minutes of flying (with stops) if you have \$790

**\$10.00**  
**average cost**

a meal at his favorite restaurant where he loves the hot wings

**29:11**  
**favorite verse in Jeremiah**

on a keychain given to him by his teacher upon graduation—he was unsure about his future, but the verse helped him realize that God knew, and that made him happy



**2:35 p.m.**  
**Hard at work**

An 11-unit apartment building (future married-student housing) on Carmalt Street is being renovated with help from work program students like Miguel.

**15**  
**minutes**

to do his hair—10 minutes to apply gel and 5 minutes to re-wet his hair and make sure it is OK (after shaving, brushing teeth, dressing, and making bed)

**5:51 p.m.**  
**Relaxing in the Dorm**

Time for a break before doing homework. Wi-Fi provides Internet access to dorm rooms.



**7:19 p.m.**  
**Homework**

Miguel will spend about two hours doing homework tonight.



**9:42 p.m.**  
**Intramural Soccer**

Regularly scheduled intramural sports provide a respite from academic endeavors and work. Students can choose to play basketball, volleyball, and soccer (called "futbol" in Mexico and elsewhere).

**1**  
**phone call**

to home every two months—but also stays in touch by Facebook which he checks about 15 times per day

**2**  
**tacos**

his favorite food in Mexico—he orders one tripe taco and one eyeball taco (seriously!)



## 4. EXPAND Our Capacity

- 4.1 Address staffing needs for both IT and Facilities to keep pace with demand
- 4.2 Develop a strategy to address concerns with campus housing and property acquisitions
- 4.3 Expand and enhance academic venues

### Staffing for Information Technology (IT) and Facilities Management

As we further develop and enhance our electronic classrooms, internet infrastructure, electronic library resources, and a new digital media center, we will need to add to the IT staff. This process is underway. We will also need to add trained staff to the Digital Media Center. We have launched this new venture with our media specialist, Shane Muir, and will add to that staffing as necessary.

GBS has been incorporating technology into the student experience to promote a better learning environment and to give them new tools they can use in ministry. This will only increase in the future, as educational technology continues its growth. In order to continue its commitment to technological excellence, GBS needs to develop plans for IT



staffing. What additional skills do we need, especially to support a Digital Ministry Center? How many IT staff are needed to support staff, faculty and student technology use?

Additionally, during Pres. Avery's tenure, there has been tremendous expansion of the physical campus, with a new Facilities Building and additional housing for employees. Maintaining the campus at a high standard requires significant human resources. This highlights a need for plans to build and maintain a facilities team sufficient for the size of campus.

### Campus housing and property acquisition.

Over the last 10 years we have purchased 9 House/ Apartment buildings that have added 20 new units of renovated housing. At the same time we have purchased 18 other pieces of property. We removed/demolished five unsightly apartment buildings and four houses to make way for future expansion. This is the most aggressive addition of property in the history of the school. It has done two wonderful things for us. First, it allows us to plan for expansion. Second, it allows us to influence and improve the environment of the neighborhood.

### New Ministry Arts and Education Center

The new center will provide a long needed home for the Music Division, a place to host recitals, an additional computer center, large classrooms needed for freshman classes, and a state of the art lecture hall that will seat 150 students. This new academic building will also free space in the current music studio for future development. ■



MINISTRY ARTS AND EDUCATION CENTER  
VIEW FROM YOUNG STREET



MINISTRY ARTS AND EDUCATION CENTER  
STUDENT COMMONS



MINISTRY ARTS AND EDUCATION CENTER  
CHOIR REHEARSAL/ LECTURE HALL





# a Day in the Life of a Student

Mikah Litchfield, Defiance, Ohio (sophomore in missions)



**7:20 a.m.**  
Ready to start the day

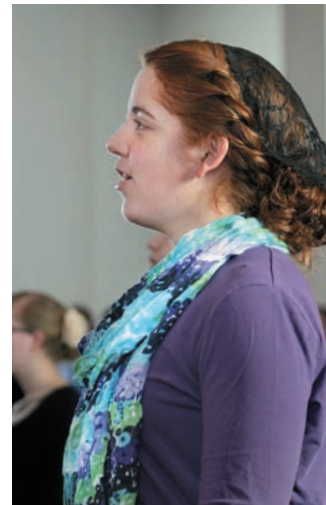
Mikah and roommate Karen Olson are ready to leave the dorm and start their day.

**8:33 a.m.**  
Playing violin in the SWSE

The Symphonic Wind and String Ensemble meets three times per week for rehearsals, travels approximately one weekend per month, and takes an extended tour in the spring.

**9:52 a.m.**  
Singing God's praise

Congregational chapel singing is always conducive to worship.



**3:08 p.m.**  
Preparing for work in the custodial services department

Mikah is yet another student who benefits from the student work program. She is preparing to clean the GBS guest rooms.



**5:07 p.m.**  
Dinner with friends in the cafeteria

A large soup-and-salad bar is available to complement dinner and supper, and one may choose pizza in place of or in addition to the main meal.

**9:46 p.m.**  
Enjoying a tournament

Sponsored by the GBS recruitment office, the campus hosted girls' volleyball and boys' basketball teams from five Christian high schools. Mikah joined friends in cheering them on.



**1,261 miles**

to get to her favorite vacation spot in Frisco, Colorado—loves the mountains—goes hiking and trail biking

**60 family pets**

and that's just counting dogs and cats (they live on a farm)—her favorite is Georgi, a cat

**12 countries visited**

favorite: Thailand—she has a scratch-off map in her room to note where she has been

**6 months teaching**

two in Guatemala and four in an underground Christian school in an undisclosed country

**7,886 miles**

the distance that separates her from her identical twin sister Morgan in Allahabad, India

**9.5 classes per week**

even though she is taking 17.5 hours—two classes meet only once a month

**2.88 hours**

time it takes to get home to Defiance, Ohio—a trip she makes 12 times a year



## 5. ENLARGE Our Resource Base

- 5.1 Develop an alumni engagement plan
- 5.2 Hire VP for Administration, VP for Advancement
- 5.3 Create a fundraising program targeting 25- to 40-year-olds
- 5.4 Within the next 3 years, launch a multi-million dollar capital campaign in support of strategic goals

### Alumni engagement

To better engage the alumni of GBS, we plan to ask alumni how they want to stay connected and receive news from their alma mater. We're also interested in how to better serve alumni—whether in ministry, career development, or alumni events.

### Adding to the administrative team

GBS is an exceptionally fine, regionally accredited, four-year college with a 20-acre campus spread over six city blocks with seven major buildings and 21 smaller ones to maintain. We have a college student body of over 300 and an academy student body of 150. It takes significant administrative work to keep moving forward and maintaining excellence in all areas of campus life. This administrative



Administrators at Work

burden has been carried by a very small group of deeply devoted administrators. Besides his regular responsibilities, the president has often carried the weight of two additional departments. The same has been true for the VP for Academic Affairs and the VP for Student Affairs. To address this, we plan to hire a VP for Administration and a VP for Advancement within the next two years.

### Better contact with younger alumni

It is important to establish partnerships with young alums to secure the future of the institution through fundraising. Our goal in partnering with young alums is to establish a lifelong relationship that benefits both the alumni and their alma mater. Our new 1810 Sustaining Donors (monthly giving) program was specifically designed with our young alums in mind—and is uniquely tailored to make giving easy. We will be exploring other strategies for connecting with this group as well.



Young Alumni Holding GBS's Future

### New capital campaign

Our first capital campaign, launched in 2002, raised 1.6 million dollars in Phase I. These funds enabled us to completely liquidate the remaining indebtedness that President Avery inherited in 1995 and to build a long needed facilities building. The greatest success of the campaign was that it made it possible for GBS to invest its limited financial resources in advancement and improvement as these funds no longer were needed for debt reduction.

Today we are ready for our second campaign. We need a facility that will bring our music department under one roof, provide a lecture hall that will seat at least 150 students, and free up the space that is now housing the Music Division for a new Leadership Center! 📌





# gimme 5!

As you read through this *Revivalist*, you can see the amazing progress God has helped us make, especially as we have developed a more robust and more institutionalized strategic planning effort. But, what does that mean to you? What can you do?

In “Gimme Five” at right you will see a number of ways you can help us bring our latest plans to fruition. Prayerfully consider how you will be involved. Don’t just limit yourself to one of the options. Select several!

Also, many of you are alumni. We would like to encourage you to attend the GBS Alumni Reception (see below) as “Strengthen for Growth” will be rolled out to those in attendance. Hope to see you there! 📌

—Michael Avery, President

1. Pray for GBS and each of the five strategic initiatives in the Strengthen for Growth Plan five times each month.
2. Share GBS with five other people that may not know about the school and ask them to join with you in making a one-time gift to the school’s strategic initiatives.
3. Provide us with the names of five people you know who have the means to give financially to the school.
4. Pray for five large gifts toward the capital campaign portion of the plan that includes a new Ministry Arts and Education Center.
5. Partner with the school by giving a significant gift. You can give in five ways:

- Make an outright cash gift now.\*
- Make a monthly recurring gift to meet a specific giving goal.
- Make a pledge with payments periodically paid over the life of the campaign.
- Make a gift of stocks, bonds, or mutual funds.\*\*
- Make a gift of property such as: real estate, art objects, jewelry, coins, antiques/collectibles, and automobiles.

\* Always check with your employer to see if they match gifts

\*\* Transfer these and pay no capital gains tax



## ALUMNI RECEPTION *at IHC*

Wednesday, April 23, 4:00-5:30 - ROOM 103

Our reception at the Dayton Convention Center has special significance this year. We have chosen this event to introduce the new five-year strategic plan for GBS. Strengthen for Growth is a comprehensive vision for the future of your alma mater, and we want you to be a vital partner in the plan! The new location at the convention center will give us double the seating capacity for our reception than in past years.

Looking forward to seeing you at Dayton!

—Jack Hooker, Alumni President



advice from a recent chapel speaker:

FAIL OFTEN!

I used to think that young people avoided challenges and involvement and leadership out of laziness—a desire to avoid growing up. But through conversations with several people, I have rethought this. Maybe there is some laziness, but I think a bigger issue is fear. Paralyzing fear that we just aren't good enough, aren't adequate.

This paralyzing fear hinders God's kingdom. It keeps us from living the life He has for us. Instead of building each other up and encouraging one another, we tend to hide our fear behind a mask of "being okay," which only ends up discouraging others. Let me share some thoughts on getting through this paralysis.

First, if you feel you are not good at something, how do you get better? How do you learn to write? By writing. How do you become more comfortable speaking publicly? By speaking publicly. The principle extends throughout life—if you want to get better at doing something...do it!

Second, if you wait until you are ready to do something important, you'll die having done nothing. No one is ever truly ready to get married, and if you think you are—it shows how little you understand marriage! No one is ever really ready to have kids. Or preach. Or teach. Or pastor. Or lead. Experience comes only through...well...experiencing! Through doing.

Third, if you want to overcome paralysis, fail. Fail. Fail well. Fail forward. Fail often, but with decreasing frequency—and in new ways. A good goal would be to fail in three new ways each day. You would really make progress! G.K. Chesterton said, "If a thing is worth doing, it is worth doing badly." He doesn't mean to do it badly on purpose. He means that if something is really worth doing, it is worth doing even if you are not great at it. Make sure it is worth doing and then do it as well as you can, even if it is not too well.

Praying is worth doing, even if you don't feel like you pray very well. Reading your Bible is worth doing, even if you don't find it very rich every day. I don't know about you, but for me, devotions are not always marked

by lightning bolts from heaven. I don't always sit with angels and have beautiful conversations. That doesn't mean I quit having devotional time.

Fourth, don't take yourself seriously. Again, Chesterton says, "Angels can fly because they can take themselves lightly." Are you worried about people laughing at you? I will give you the cure for that. Beat them to it. Laugh at yourself first, and laugh just a little louder than everybody else.

Fifth, be transparent. That is the way to freedom. By that I don't mean you should belabor your ineptitude; that can become defensive and might seem like an excuse or an unhealthy desire for affirmation. But open yourself up to helpful feedback and coaching, not just from mentors, but also from peers. From followers.

And finally, if it helps, remember me—a scared little boy inside, hoping against hope that people don't realize how little and scared I am.

A picture on our wall at home of me as a two-year-old chasing some bubbles that someone had blown into the air pretty much captures me. Still a little boy. Still chasing bubbles. Do I catch them? Not usually. But I stumble after them because the bubbles, if they are worth catching, are worth stumbling after. Do I always do things up to my standards? No. Rarely. Rarely. I just keep trying. Hoping I will get better.

News flash! You will have days where you fail. But fail forward. And often. And fail with decreasing frequency and in new ways. —Aaron Profitt ■



**THIS DAY IN CHAPEL**

Wednesday, February 12, 2014

**Preliminary Presentation:**

Dedication of *Hilltop 2013* (GBS yearbook) to Prof. Tim Crater (see p.10)

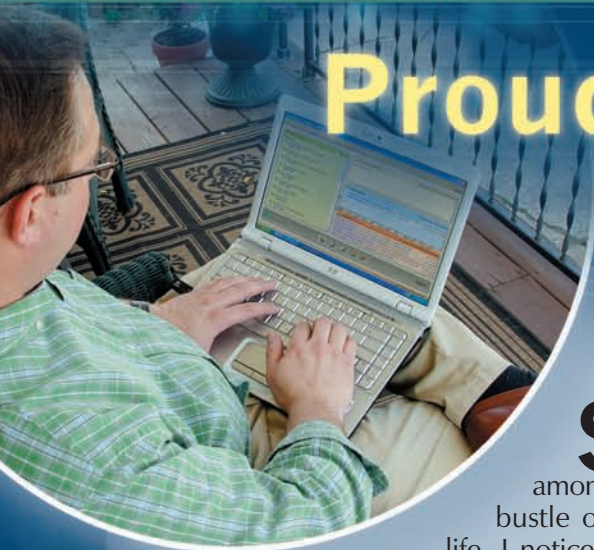
**Chapel speaker:** Mr. Aaron Profitt,  
Vice President for Academic Affairs

**Special music:** "Be Still My Soul / Still, My Soul, Be Still," Hollie Kessen and Teresa Troyer, flute duet (pictured right); accompanied by Jessica Smith, piano

APRIL 2014

# Proud To Be A Student

testimonial by Chuck Chapman



**S**ome time ago, amongst the hustle and bustle of my day-to-day life, I noticed a need to take my walk with the Lord to the next level. Asking around about local colleges, I heard about GBS. To be quite honest, the first response was “real old and traditional, and behind the times.” However a trusted friend said that “their doctrine was right on the money, they had a high level of accountability, and they were one of the best colleges in all of America.” I decided to check it out.

I was working 30-40 hours per week, supporting a family, staying active in ministry, and helping support elderly members of my family who count on me. Although I live within driving distance of GBS, the ADEP program allows me the freedom to fit my busy and sometimes hectic schedule. I applied and was accepted.

After three wonderful years in the program, I can attest that rather than being “behind the times,” the teaching at GBS is cutting edge and relevant for today’s Christian. Let me give you two reasons why.

First, prior to coming to GBS, I had been privileged to sit under some very renowned teachers of the Word. However, none of them even come close to GBS in tackling the hard-hitting questions that make or break Christianity. The topics taught are equipping future leaders to address the issues of the day while never compromising the Word of God.

Second, GBS is providing me with all the latest tools needed to manage every part of ministry operations today. Since my first year at college, I have been trained to create and promote my own website, Skype account, online bill pay, blog page, YouTube account, and PowerPoint presentations. All of these tools are essential in today’s growing technology-infused ministry. No, definitely not “behind the times.”

One of my favorite things about the online classes is that they are available 24-7, allowing me

to have access to my classroom and to work on my classes when my schedule permits. Also, classes are designed to enable students to succeed if they are willing to work. During my three-and-a-half years of college, except for two B’s, I have made all A’s.

I also like the fact that the online classes provide the student with videos from the actual classes held on campus. Personally, this makes me feel like I am in the same classes as the campus students and a part of the 114 years of GBS tradition. I receive sufficient feedback on my assignments and emails from my professors. They are always ready to provide accountability, mentoring, and constructive criticism.

The block or blended sessions that the college offers are great. While the majority of the class is online, there are a few days where you have the opportunity to attend actual classes on campus. The school even provides temporary lodging and meals to those who need it. I am usually able to work around my schedule and attend these classes. I really enjoy the one-on-one time with the teacher and the camaraderie with the other students.

In conclusion, I cannot say enough positive things about the ADEP Program and professors at God’s Bible School and College. They are concerned with my spiritual development, maturity, and future in ministry. They are more than just teachers; to me, they are family. The ADEP Program is daily equipping me to be the man of God that He has called me to be, and it is accomplishing this around my family’s needs and schedule.

I am proud to be a student at God’s Bible School and College. It is my utmost honor. ■

***Chuck Chapman** is working on a BA in Ministerial Education through ADEP. He attends and works part-time at Cincinnati Urban Promise. Chuck lives in Park Hills, Kentucky, with his wife and daughter.*



## ADEP Growth Under Strategic Plan

At the time the 2008 plan was initiated, ADEP was mainly a combination of correspondence and block classes, with the thought of creating online courses sometime in the future. We needed a strategy to move forward. The following items outline the process and accomplishments under the recent strategic plans:

Determined what online courses should look like

- Built online courses around key course goals
- Included content delivery and opportunities for interaction
- Collected student feedback to improve courses
- Emphasized multimedia to capture the classroom experience
- The result: robust, media-rich online courses comparable to on-campus classes

Developed a proposal for what degree programs might be added to ADEP

- Began with BA in Min Ed and AA in Bible/Theology and added the following degrees:
- BA in Church and Family Ministry
- BA in Biblical and Theological Studies
- BA in Intercultural Studies and World Missions
- AA in Intercultural Studies and World Missions
- AA in General Studies

*All of the above have since been granted approval by our accrediting agencies to be offered completely online.*

Developed a plan for transitioning ADEP to online

The following numbers indicate the approximate percent of required courses that are now already completely online for each degree:

BA Min Ed.....	96%
BA Bible/Theology.....	98%
BA Church/Family .....	100%
BA ISWM (Missions).....	98%
AA Min Ed.....	100%
AA General Studies .....	100%
AA ISWM (Missions).....	100%

Some current ADEP statistics

- 87 courses created in our learning management system
- 512 total course enrollments for 2013-2014
- 130 unique students enrolled in 50 different courses
- 96 Fall 2013 official headcount
- 232 percentage of growth in headcount since 2008
- 359 percentage of growth in full-time equivalency

Plan for the future

Develop shorter certificate programs for a variety of interests

**FOR MORE INFORMATION OR TO PREVIEW AN ONLINE COURSE**  
contact Dr. Mark Bird by phone: (513)763-6652  
by email: [mbird@gbs.edu](mailto:mbird@gbs.edu) • by website: [www.gbs.edu/adep](http://www.gbs.edu/adep)



©2013 Jupiter Images

# THOUGHTS

for the quiet hour

by Sonja Vernon

## THE TRUTH WE KNOW

*“Now in the eighteenth year of his reign, when he had purged the land and the house, he sent Shaphan the son of Azaliah, and Maaseiah an official of the city, and Joah the son of Joahaz the recorder, to repair the house of the Lord his God. When they were bringing out the money which had been brought into the house of the Lord, Hilkiah the priest found the book of the law of the Lord given by Moses.” —2 Chron. 34:8,14 NASB*

As a teenager, Josiah began to seek the Lord and institute reforms. He tore down the high places, destroyed idols and sacred groves, and then turned his attention to Jerusalem and the restoration of the temple. Josiah did what he knew to do one step at a time, and it was this deliberate walk of obedience that ultimately led him to the important discovery of the book of God’s law. As Josiah embraced the truth found in its pages, God responded by delaying the judgment He had planned for His people.

Too often I believe we search for new truth while neglecting to walk in the light of the truth we already have. It’s popular to be a seeker, but it seems that the seekers who truly find are those who are already acting on what they know. My friend, are you living in obedience now? Or are you trying to bypass the known to find that glamorous truth “out there?” God leads us one step at a time. Walk in the light you now possess, and the next step will become plain. ■

*Sonja Vernon is Dean of Women at God’s Bible School and College.*

APRIL 2014

GOD'S BIBLE SCHOOL & COLLEGE

# GOING DEEP

VIP  
DAY 14  
APRIL 25

REGISTER AT  
GBS.EDU/VIPDAY



GOD'S BIBLE SCHOOL & COLLEGE

# Homecoming

October 10-11, 2014

