

# PRESIDENT'S

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## FIVE-YEAR REPORT



# Our Mission

Southern Adventist University nurtures Christlikeness, traditional Seventh-day Adventist values, academic excellence, and a lifelong pursuit of truth, wholeness, and service.



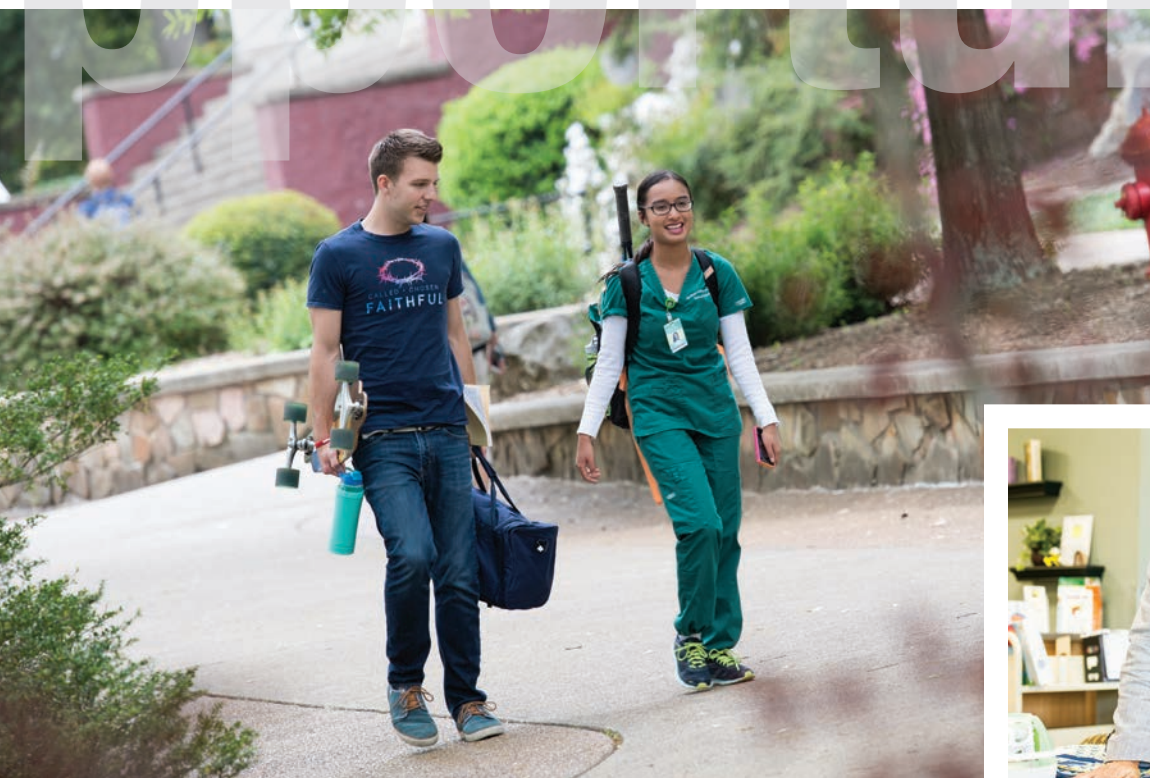
**P**ower for Mind and Soul. Southern Adventist University is committed to delivering on this promise. With an emphasis on academic success and spiritual balance, Southern provides life-changing experiences in a nurturing environment.

***We are committed to our students.*** We strive to hone their skills and passions and prepare them for a strong professional and godly future. We offer more than 100 quality academic programs in order to meet the demands of an ever-changing job market. New facilities provide the space and technology needed for a comprehensive education. We also create a positive social environment where new friendships with like-minded Adventists are formed every day.

***We are committed to our faculty and staff.*** Southern is more than just a place to work; it is a place to grow professionally. Professors publish writings (including college textbooks), initiate research programs, and spearhead service projects in their fields. Employees are encouraged to take free classes on our campus, so the environment for learning and growing is extraordinary. The state of Tennessee even selected the university for the Governor's Healthier Workplace Award in 2014.

***We are committed to our community.*** Southern is part of a thriving, vibrant local community; we choose to interact with the families around us. Most of our special events and concerts are open for community enjoyment. We also deliver the message of holistic living beyond our campus by offering informational seminars and meetings. Most of these seminars are held in our state-of-the-art fitness facility, Hulsey Wellness Center, where the community is also invited to take part in an active lifestyle.

# opportunity



***We are committed to our church.*** As a Seventh-day Adventist institution, we are active in spreading the gospel of Jesus Christ and instilling in our young people the desire to become Christian servants. Our students have the opportunity to reach the local community through outreach programs, to serve the broader community through short-term missions, or to dedicate a year as a student missionary in a foreign country.

We offer students a variety of worships and convocations aside from the numerous small spiritual groups they organize on their own. In the classroom, we uphold the fundamental beliefs of the Seventh-day Adventist Church and keep our church history an integral part of the curriculum.

As Southern Adventist University fulfills its promise of power for mind and soul to all of its constituents, we continue to see improvements and expansion in many areas. ***We'd like to share with you the ways God has blessed us in the last five years—and the hopes we have as we carry our commitments into the future.***



# Our Achievements

In the last five years, Southern has flourished in its endeavors. Our accomplishments exemplify Southern's commitment to providing a quality education in a holistic atmosphere. Our academic programs, service initiatives, spiritual outreach efforts, and expanding facilities make the tagline Power for Mind and Soul a reality.

# Quality Academics

In December 2015, Southern celebrated 65 years of accreditation from the Southern Association of Colleges and Schools Commission on Colleges.

## Academic Programs

Southern offers a wide range of options for every interest. In the last five years, new programs have included doctor of nursing practice, global community development, vegetarian culinary arts, and a graphic design/public relations combined major. Our latest one-year program is the auto service technician certificate. Additionally, recent changes in general education requirements give students the opportunity to focus more wholly on their career interests. The total number of current academic programs are:

- 1 Doctor of Nursing Practice degree with 3 emphases
- 9 master's programs with 39 emphases
- 65 baccalaureate degree majors
- 17 associate degree majors
- 59 minors
- 3 one-year certificate programs

## School of Nursing

The School of Nursing continues to provide a Christian learning environment that values academic excellence and fosters personal and professional growth, striving to meet our society's diverse healthcare needs. Due to the growing demand for admission into Southern's nursing program, a summer semester was added in 2015 to allow admission of an additional 60-65 students each year.

A new doctorate program also began in 2012, with emphases in:

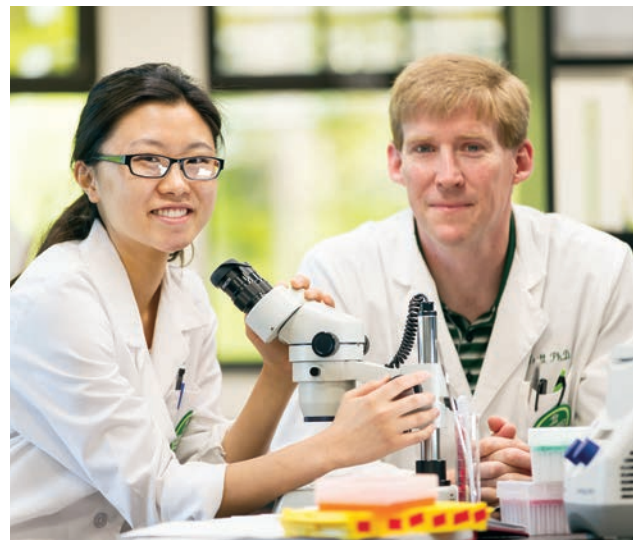
- Acute Care Adult/Gerontology
- Acute Care Specialization
- Lifestyle Therapeutics

### Graduate Count

- '11-'12: **600**
- '12-'13: **633**
- '13-'14: **742**
- '14-'15: **734**
- '15-'16: **740**

### Ministerial Candidates

- '11-'12: **17**
- '12-'13: **19**
- '13-'14: **21**
- '14-'15: **26**
- '15-'16: **30**



### 21st-Century Student

Southern's students come from all 50 states and more than 30 countries. The ACT scores and GPAs of our incoming freshmen are at record highs, and the university had 16 National Merit Scholars in 2015. But the Southern Experience moves beyond good grades; it's a holistic education that keeps all areas of a student's well-being in mind. More than 2,000 of our students participated in Christian Service programs in 2015; approximately 25 students each year take classes in another country through Southern's

The student body represents all 50 states and more than 30 countries.

study abroad program; and students stay active, with more than 50 percent participating in intramurals each year.

### Retention Effect

Southern's focused attention on the success of incoming freshmen has steadily increased the number of those students retained into their sophomore year and beyond. Many factors have helped increase freshman retention, including a required freshman seminar class; early alerts through the Student Support Team; expanded tutoring, peer-assisted education, career counseling, improved advising; and most recently, the four-year renewable scholarship. In the last five years, the retention rate has risen five percent from 72.8 percent to 77.8 percent at the beginning of the 2015 school year.

### Archaeological Digs

Excavations by Southern's Institute of Archaeology yielded two of *Christianity Today's* Top 10 biblical discoveries for 2015. Crews at the dig sites found a ceramic piece with writing that dates to 1130 B.C. and a jar inscribed with a name from the era of King Saul. Both indicate that writers were skilled enough to have penned scriptural texts at an earlier time than previously believed.

### Enactus

Southern's Enactus team, formerly SIFE, sponsored by the School of Business, won the Enactus Regional Competition in spring 2016. The team went on to the national competition, where the students placed third in their league. Of the team's recent projects, one focused on improving levels of job preparedness for military transitioning into civilian employment, another empowered individuals by fostering an entrepreneurial spirit to combat unemployment rates, and another provided and installed mosquito netting on doors and windows for more than 100 Nigerian homes. Enactus encourages students of every major to use their skills to solve problems in the community, the country, and the world.

### Global Leadership

One of the many opportunities that the School of Business offers students is the invaluable chance to learn about worldwide business through study trips. The school now offers classes at Newbold College in Berkshire, England, each year during the fall semester. Through these classes abroad, students have the opportunity to enrich and broaden their horizons by gaining European business experience and studying in an international environment. Also, every other summer, the school offers a three-week trip to China. On this trip, students meet with executives in large multinational corporations, immerse themselves in a different culture, and learn the true meaning of a global marketplace.



# Knowledge



## Physical Activity Focus

Southern's Quality Enhancement Program—a term academic accrediting agencies use to describe a carefully designed course of action that addresses a topic related to learning on campus—is centered on increasing student wholeness through physical activity. Since 2012, students are required to complete one physical activity course per year. These courses incorporate different assessments measuring students' growth and physical progress.

In 2016, Southern was ranked as the top private university campus in the recently released National Collegiate Fitness Index (NCFI). Our university scored highest in physical education class sections per semester, group fitness classes per week, and outdoor recreation trips per year.

## School of Counseling Accreditation

In 2015, Southern's counseling programs, Master of Science in Clinical Mental Health and Master of Science in School Counseling, received accreditation under the 2009 Council for Accreditation of Counseling and Related Education Programs (CACREP). Several members of the counseling faculty and staff invested many hours of work in the accreditation effort. The accreditation gives current and future students the opportunity to grow in their professional careers.

## Independent Student Research

The Biology and Allied Health Departments opened a state-of-the-art Undergraduate Research Lab in 2014. Furthering the departments' desires to develop a research culture at Southern, the lab includes multiple workstations with ergonomic and space-saving designs, better equipment for student-to-professor observation, touch-screen computers, and LED lighting, among many other unique features. With the new lab, more students can engage in richer levels of research, becoming better prepared for their careers.



# Affordable Education

## Financial Aid

Southern strives to make Christian education affordable. Since 2011, more than \$67 million in scholarships has been awarded to students. Besides the scholarships awarded to students who maintain high grades and participate in extracurricular activities, the university offers scholarships for students who work at Adventist camps over the summer, work as literature evangelists, or dedicate a year as student missionaries. Generous gifts to the university allow us to reduce tuition by 20 percent.

## Reduced General Education Requirements

Southern's University Senate recently voted to reduce the number of required general education credit hours from 56 to 45, providing students with more flexibility to take electives, switch majors, or commit to mission work. The new criteria took effect beginning in the Fall 2016 semester. This change will allow more students to graduate at faster rate, decreasing the amount of money they must invest in yearly tuition.

## Four-Year Renewable Scholarship

Southern sparked a major change in student financial aid when the university implemented 100-percent-renewable scholarships for up to four years, beginning in 2014. Students who maintain a minimum 3.0 cumulative GPA are eligible for full scholarship renewal each school year. These renewable scholarships make investing in a traditional Adventist education from Southern more affordable than ever.

## Limiting Tuition Increases

In the midst of the continuing national dialogue about the cost of higher education and historically high student debt, Southern administrators have furthered their desire to make Adventist education available to as many individuals as possible. The university already budgets more than \$15 million annually for financial aid and \$5 million annually for student jobs on campus, but in 2014 administrators decided that more needed to be done. Southern voted that the tuition increase for the 2014-2015 school year would be held to 2.4 percent, a figure below that of expected inflation and the smallest increase in more than 25 years. Since then, Southern voted to hold to that standard and intends to keep its tuition rate below the rate of inflation for the foreseeable future.



# Cost-Effective

# ordable



# Outreach

## Caring



# A Culture of Service

## Christian Service Program

In 2011, Southern formally established the Christian Service Program, making service-learning (volunteer work that uses academic training) and community service a part of the general education requirement. In a four-year college career, students will complete a minimum of approximately 40 hours of service work.

## Community Service Day

For 22 years, Southern students and faculty have participated in Community Service Day. In 2016 about 1,000 people signed up for 35 projects in the Chattanooga area. Additionally, a Community Service Day specifically for freshmen starts each year before classes begin. Volunteer locations include:

- Chattanooga Zoo at Warner Park
- Nursing homes
- Local schools
- The Greater Chattanooga Area American Red Cross
- Local churches
- The Samaritan Center

## Christian Service Learning Grant

Southern's Christian Service Program secured a \$42,350 two-year grant from the Council of Independent Colleges (CIC) in 2014. Half of the grant money was awarded to the university in 2015, and the second half in 2016. The grant's aim is to develop faculty training on integrating vocation and service, as well as to add a vocational service-learning class to the First Year Experience course for freshmen.

## Wellness Institute

The Wellness Institute strives to inform the community on health and wellness through seminars and presentations and also provides visitors to the Hulsey Wellness Center with the tools and education needed to develop a balanced, positive lifestyle. The Wellness Institute hosts two important community events:

- CREATION Health meetings teach guests the eight principles of healthy living as revealed in the Genesis creation story.
- WELLkids summer day camp is a two-week program that keeps kids active through various sports and activities.



# Life-Changing Spirituality

“My trip with uQuest gave me opportunities I hadn’t found on past mission trips. I was able to put my specific skills to use and connect with the people of Peru on a whole new level. I felt myself grow—both in my spiritual life and my creative life.”

— Julia Bonney, senior mass communications major

## uQuest

Southern’s uQuest Missions program encourages and enables students to organize their own short-term mission trips, either locally or abroad. The Campus Ministries-facilitated program began in 2013 and continues to thrive, inspiring students from all years and all majors. They participate in trips that are generally 10 days in length and occur over fall, Christmas, and spring breaks.

Last year, uQuest helped students spread the love of Christ in Bolivia, Brazil, the Dominican Republic, Egypt, Haiti, the Navajo Nation, and Nicaragua.



## Evangelistic Resource Center

Through the Evangelistic Resource Center, the School of Religion has trained and sent students of all majors to preach around the world. In the last five years, more than 11,000 people were baptized as a result of these summer evangelistic trips. The student mission fields since 2011 have been:

- Argentina
- Bolivia
- Botswana
- Brazil
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- El Salvador
- Guatemala
- Guyana
- India
- Madagascar
- Malaysia
- Mexico
- Nicaragua
- Philippines
- Sierra Leone
- United States  
(Greenville, Macon, Memphis, Myrtle Beach, and West Palm Beach)

## Student Missions

The Student Missions program sends out 60 to 70 missionaries each year, offering students the opportunity to minister in all parts of the world for an average of 10 months. The program enhances campus spirituality by equipping students to serve others in the name of Christ and by supporting those who want to devote their lives to full-time mission work.

## Student Ministries

Ten student-led outreach organizations exist to serve the Chattanooga area on Friday and Sabbath afternoons. Students hope that as they volunteer and interact with the community, individuals will see Christ in them. Following His command to serve the hungry, oppressed, and lonely, students:

- Distribute food to the homeless
- Care for the elderly
- Play with kids in low-income neighborhoods
- Witness to the community



# Evangelism

## Spirituality

### LifeGroups

This Campus Ministries LifeGroup initiative provides students at Southern the opportunity to join together as friends and family for prayer, Bible study, and dynamic discipleship. Students can choose from one of the 100 LifeGroups available and also receive residence hall worship attendance credits for their participation. Twenty student leaders are available each year to coach other students on how to lead their own small group.

### SALT

SALT (Soul-winning And Leadership Training) is a dynamic evangelism training program in Southern's School of Religion that offers fully-accredited college classes, a Bible worker certification, and hands-on training in partnership with It Is Written. Founded in 2011, SALT continues to grow and now includes a semester program in the fall as well as a weeklong summer intensive each July. Many graduates of SALT take full-time positions as gospel workers, often times alongside the It Is Written team.

### Summer in Ministry

The new Summer in Ministry internship program offers theology students the opportunity to work full time under the mentorship of a church pastor while earning scholarship money toward tuition. This past summer, 14 students spent eight to 12 weeks working for churches throughout the Southern Union. This internship allows students to not only gain excellent real-world experience, but also helps them return to Southern with a renewed passion and purpose for ministry.

The SALT program, which is a collaboration with It Is Written, prepares students to impact their communities and churches.



# Education



# Extraordinary Campus Spaces

## Summerour Hall

Our newly renovated education and psychology building reopened in 2014; its primary upgrade was 7,000 square feet of new facility space. Faculty and students are the primary beneficiaries of this renovation, but the building serves community members as well. Summerour Hall contains Southern's Teaching Materials Center, which

offers more than 15,000 curriculum materials and instructional aids to teachers (public or private), homeschooling parents, and Sabbath School leaders. The building is also home to office space where the community receives free counseling from master's-level students who are under the direct supervision of on-staff psychologists.



## Thatcher Farm

In 2012, the university established Thatcher Farm, a seasonal row-crop garden that produces vegetables for use both on campus and in the community. The farm was started as part of the Global Policy and Service program to teach students how to produce healthy food without harming the environment. Recently, Thatcher Farm was gifted five acres adjoining campus. This new space effectively quadruples the existing location's gardening capacity. The farm's goal is to ultimately allow students to take what they've learned and teach it to others, especially on mission trips to developing countries and beyond.



## McKee Library

McKee Library has worked closely with the academic community on campus to provide services that facilitate research, writing, and scholarly activities. Recently 3,500 square feet of space was made available—the result of a new pitched roof that added a full third floor to the building—and will create new opportunities for learning spaces. The Writing Center conducts more than 2,700 peer tutoring appointments each year. KnowledgeExchange@Southern, the university's institutional repository, features more than 1,000 papers (most of which are student research projects) and more than 160,000 downloads. By participating in Campus Research Day, the library's biannual event, students gain real-world experience conducting a professional presentation. It continues to grow each semester, with the 2016 spring event featuring 387 students.

McKee Library holds more than 25,000 electronic books and 170,000 volumes in addition to subscribing to 880 periodicals and having access to 150 electronic databases.

## Sabbath Trail

In 2013, donors gave 300 acres adjoining campus on Bauxite Ridge to the university, a gift worth several million dollars. In 2015, construction began for 12 new miles of hiking and biking paths, including a two-mile loop called the Sabbath Trail. This trail traces the history of Sabbath from creation to the New Earth and was inspired by the Sabbath Trail in Washington, New Hampshire. With this new trail, students, faculty, and the community will have the opportunity to experience the Sabbath in an expanded and unique way.

Southern's campus houses nature trails spanning more than 30 miles.



# Dynamic Facilities

## Origins Exhibit

The Origins Exhibit, housed on the second floor of Hickman Science Center, opened in 2012. It features a museum-quality exhibit that offers an understanding of origins from a creationist worldview. Hallways of the Biology Department serve as an exhibit space for a self-guided walking tour that is available to both students and the community. The exhibit is the culmination of more than four years of planning and \$300,000 in donations. Faculty and staff continue to work on educational materials about creation and evolution that are scientifically accurate and biblically sound.

## Solar Panel System

Southern installed a 200-kilowatt solar panel system on the roof of the Service Department building in 2012. With 832 panels in total, it is the second largest solar panel system in Chattanooga. This considerable undertaking originated as a student-led project with the campus organization Enactus (formerly SIFE) and contributed to the institution's strategic goal of taking on a greater role in environmental sustainability. The electricity produced by the system, enough to power 40 average-size houses, is purchased by Tennessee Valley Authority.

## Vegetarian Culinary Arts Facility

In 2015, Southern finished its construction on a dedicated kitchen space for its Vegetarian Culinary Arts Program. Southern is now the only Adventist school in North America offering culinary arts and one of only a few colleges or universities in the country providing training focused on vegetarian and vegan food preparation. The program began in 2013 as a one-year certificate track but then expanded to an associate degree in 2014.

A combination of cooking and classroom equipment, the 3,000-square-foot space formerly was occupied by Southern's Campus Kitchen eatery. The new facility contains 16 food-preparation stations and state-of-the-art stoves to complement the tables and technology for multimedia lectures by professors.



# Expansion



# growth

# Our Future

Southern is a place of vision, wholly committed to creating the best possible environment for student learning and development. We are pressing forward, delivering a strong Christian education while providing life-changing opportunities for our student body.

## Vision 20/20 Strategic Plan

Southern's strategic plan for 2010-2020 is the result of both prayer and constituent feedback. Above all else, the number one theme of the Vision 20/20 plan is to enhance the university's student-centered, Christ-focused environment. This means that we will strengthen our commitment to providing power for mind and soul as we focus on student success and opportunities for spiritual growth.

The plan seeks to enhance the integration of faith and academics. By remaining a mission-driven institution that upholds the beliefs of the Seventh-day Adventist Church, Southern will mentor students to apply their values beyond the classroom and integrate them in their careers, ministry, and leadership in their homes, churches, and communities.

Increasing student success is an important goal of the strategic plan, as we seek to encourage every student to succeed in college and move toward graduation. This means strengthening advising, peer mentoring, tutoring, and teaching methodology, as well as helping students learn to achieve and excel in

their chosen careers. Building upon the strong academic foundation of the institution, the plan increases resources and attention to help foster the success of each student.

Another major goal of our strategic plan is to maintain a small-campus focus within the university. Southern seeks to provide an engaging, intimate environment that inspires meaningful relationships with peers and with faculty and staff. Our mission is to nurture a sense of belonging in each student. In order to accomplish this, we plan to continue creating spaces and activities that encourage student connection through intentional small communities for learning, recreation, and worship.

The plan also includes a goal for creating a strategic facilities master plan that will protect and enhance Southern's natural resources while planning appropriately for growth. We hired Performa, a campus facilities planning firm, to help us identify our facilities goals for the next decade.



## Spirit-Led Vision

The university set these goals in 2010 for the subsequent decade in order to maintain a positive living and learning environment. The following is an overview of the five themes of Vision 20/20 and a few highlights of accomplishments to date.

### **Theme One: Living and Learning with Students** **A Student-Centered, Christ-Focused Learning Environment**

#### **Guides All Other Themes**

- The Center for Teaching Excellence and Biblical Foundations of Faith and Learning has been created to focus on professional development for faculty with an emphasis on incorporating a biblical worldview in the classroom.
- Our new LifeGroups program creates opportunities for our students to share experiences and disciple one another through weekly Bible study and prayer groups.
- We have expanded our first-year advising and academic support programs in order to better serve students and improve retention rates.

### **Theme Two: Living and Learning our Adventist Heritage**

#### **A Mission-Driven Environment**

- The launch of the uQuest program means more students are participating in short-term mission trips.
- Service-learning opportunities have increased as a result of the Christian Service program.
- Our Living in Balance program has increased the awareness and emphasis on physical fitness and living well in our students.
- Opened in 2012 in Hickman Hall, our Origins Exhibit offers an understanding of natural origins from a creationist worldview.

### **Theme Three: Living and Learning in God's Natural Abundance**

#### **A Beautiful and Sustainable Physical Environment**

- The remodeling of Summerour Hall and enhancements to McKee Library have further improved our academic resources.
- Ongoing efforts to increase our energy efficiency include a campus installation of solar panels.
- We have increased our campus' care for the Earth by implementing single-stream recycling in many of our facilities.

### **Theme Four: Living and Learning with Employees** **A Supportive Environment for Faculty and Staff**

- Our expanded employee orientation is now a day-long event that seeks to showcase services available to employees and provide training regarding campus mission and standards.
- Southern is in the midst of a three-year partnership with Gallup Incorporated to help us improve employee engagement by implementing Gallup's Q12 Employee Engagement program.

### **Theme Five: Living and Learning Our Potential** **A Favorable Environment for Growth**

- Southern has worked to limit tuition increases to remain at or below inflation rate.
- A new online Enrollment Checklist was developed to give new and returning students a streamlined approach to registration.
- Thanks to ongoing efforts to provide student jobs, Southern now boasts an average of 1,300 student employees each year.
- Southern has worked on several initiatives to ease the process of transferring to Southern from other institutions, including hiring an enrollment adviser, aligning our programs with local state schools, and expediting our course-evaluation process.

## Future Focused

Southern publicly announced the Campaign for Excellence in Faith and Learning in April 2016. The campaign's goal is to raise \$50 million, nearly triple the amount of any previous campus campaign, with more than \$30 million already raised in cash and pledges. These gifts will affect every aspect of student life on our campus through increased endowments for scholarships and research, construction of a new student center and other facility improvements, and the continued greening of campus.

### Endowments: Affordable, Quality Education

We believe an Adventist education should be available to as many students as possible. With this in mind, we have strengthened our focus on creating a larger endowment, providing perpetual funding for more scholarships, programs, and research. Endowed scholarships make it financially possible for thousands of students to graduate with an exceptional Christian education from Southern. Earnings from endowment monies perpetuate gifts year after year, opening the door to more and more students.

### The Bietz Center for Student Life

We believe that intentionally building spaces for campus fellowship will enhance the sense of family that has proven so valuable to our Southern students. There is a desire to facilitate the establishment of lifelong friendships on our campus; this building is being designed with that family focus in mind. The Bietz Center for Student Life is projected to open in fall 2018. It will be located between McKee Library and Hickman Science Center, where Herin Hall formerly stood.

Estimated at more than 40,000 square feet and costing \$13 million, the Bietz Center is the brick-and-mortar centerpiece of this campaign for students. Large, open areas for spiritual gatherings, study, and recreation will be the hallmark of this building.

### Academic Excellence

We believe in discovery. Our mission to provide quality, Christ-centered education means adapting our campus to the changing needs of our students and staff as programs evolve or are added. The focus on academic facilities will consolidate disconnected classrooms, work spaces, and faculty offices to create more areas for research, learning, and creative endeavors.

### Living Enhancements

We believe that by learning and living together, students are immersed in opportunities that encourage transformation. Together, our students and employees form a tight-knit community, which we feel is essential to the Southern experience. This component of the campaign will improve the residential living spaces for our future students.

### Green Spaces

We believe the natural beauty displayed on our campus is a blessing from God, and we seek to further its use. God's abundant natural resources, including Southern's 800 forested, mountain acres, are to be cherished, protected, and nurtured. The opportunities to live and learn while surrounded by nature is a timeless gift. By pointing students toward creation, we can transform tomorrow.



# Facts and Figures

Southern's accomplishments in the last five years, and our continuing vision for the future, is only possible thanks to the continued blessings of God and financial support from our alumni, constituents, and the Adventist Church. We have included our detailed financial information in the following section to assure that we are dependable stewards.

# Academic Programs

## UNDERGRADUATE DEGREES

### Allied Health

Medical Laboratory Science, BS  
Pre-Dental Hygiene, AS  
Pre-Nutrition and Dietetics, AS  
Pre-Physical Therapy, AS  
Pre-Speech Language Pathology and Audiology, AS

### Biology

Biology, BA  
Biology, Biomedical Emphasis, BS  
Biology, Research Emphasis, BS  
Biology, Teaching Licensure, BA

### Business

Accounting, AS and BBA  
Auto Service, AT  
Auto Service Management, BT  
Business Administration, AS and BS  
Business Administration and Public Relations, BS  
Computer Information Systems, BBA  
Construction Management, AT and BT  
Finance, BBA  
Long Term Care Administration, BS  
Management, BBA  
Marketing, BBA  
Personal Selling, AS

### Chemistry

Chemistry, BA and BS  
Chemistry, Biochemistry Emphasis, BS  
Chemistry, Teaching Licensure, BA

### Computing

Computer Science, BA and BS  
Computer Systems Administration, BS

### Education and Psychology

Liberal Arts Education, BA  
Psychology, BA  
Psychology, Clinical Concentration, BS  
Psychology, Family Systems Concentration, BS  
Psychology, Industrial/Organizational Concentration, BS  
Psychology, Psychobiology Concentration, BS

### English

English, Literature Concentration, BA  
English, Professional/Writing Concentration, BA  
English, Teaching Licensure, BA  
English, TESOL Concentration, BA

### History and Political Studies

Global Policy and Service Studies, BA  
History, BA  
History, Teaching Licensure, BA

### Journalism and Communication

Communication Studies, BA  
Journalism, BA  
Mass Communication, BS  
Media Technology, AS  
Public Relations, BS  
Public Relations and Business Administration, BS  
Public Relations and Graphic Design, BS

### Mathematics

Mathematics, BA and BS  
Mathematics, Teaching Licensure, BA

### Modern Languages

French, BA  
French, Teaching Licensure, BA  
International Studies, French Emphasis, BA  
International Studies, German Emphasis, BA  
International Studies, Italian Emphasis, BA  
International Studies, Spanish Emphasis, BA  
Spanish, BA  
Spanish, Teaching Licensure, BA

### Music

Music, BS  
Music Education, Teaching Licensure, BMus  
Music, Performance Emphasis, BS  
Music, Theory and Literature Emphasis, BS

### Nursing

Nursing, AS and BS  
Nursing, RN-BS Consortium

### Physical Education, Health, and Wellness

Corporate/Community Wellness Management, BS  
Health Science, BS  
Health, Physical Education, and Recreation, Teaching Licensure, BS  
Outdoor Emergency Services, BS  
Outdoor Leadership, AS and BS  
Sports Studies, BS  
Vegetarian Culinary Arts, AS

### Physics and Engineering

Biophysics, BS  
Engineering Studies, AS  
Physics, BA and BS  
Physics, Teaching Licensure, BA

### Religion

Archaeology, BA  
Biblical Studies BA  
Missions, BA  
Pastoral Care, BA  
Religion, AA  
Religious Education, Teaching Licensure, BA  
Religious Studies, BA  
Theology, BA

### Social Work

Social Work, BSW  
Social Work, Long Term Care Administration Emphasis, BSW

### Visual Art and Design

Animation, BFA  
Art, BA  
Art Education, Teaching Licensure, BA  
Art, Museum Studies Emphasis, BA  
Art, Therapy Emphasis, BA  
Film Production, BA and BFA  
Fine Arts, BFA  
Graphic Design, AS, BA, and BFA

The most up-to-date listing of degrees may be found in Southern's current Undergraduate Catalog. Visit [southern.edu/catalog](http://southern.edu/catalog) to access the online version.

## GRADUATE DEGREES

Business  
Computing  
Counseling  
Education  
Global Community Development  
Nursing  
Outdoor Education  
Religion  
Social Work

For more information and a full list of graduate degrees, visit [southern.edu/graduatestudies](http://southern.edu/graduatestudies).

## Donations

The support of the Southern Union and our donors allows us to offer a quality Adventist education at approximately three-fourths of its actual cost, making it more affordable for students.

Year	Donors	Total Given
FY2012	4,117	\$3,907,509
FY2013	4,486	\$4,438,022
FY2014	4,880	\$9,271,902
FY2015	4,430	\$9,196,905
FY2016	4,539	\$12,263,691

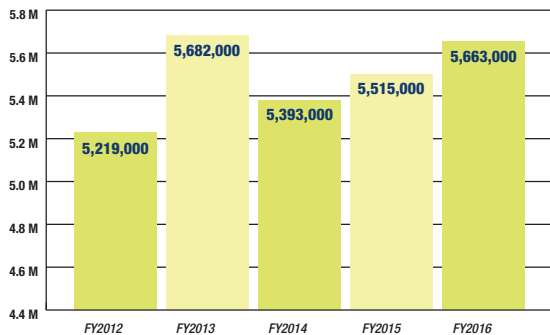
## Total Amount of Scholarship Money Granted\*

Year	Total Granted
FY2012	\$11,921,000
FY2013	\$13,506,000
FY2014	\$12,814,000
FY2015	\$14,034,000
FY2016	\$15,624,000

*\*Southern scholarships (including funds from endowed or one-time gifts) and federal scholarships (SEOG, Federal Work Study, ACG, Smart)*

## Southern Union Subsidies

The university is very grateful to the Southern Union and its constituent conferences for their support, both financially and in sending their young people to our institution.

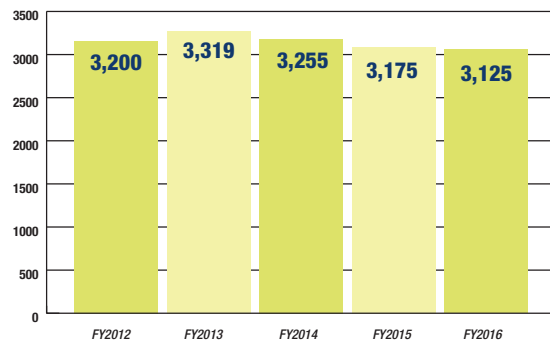


## Financial Aid

Southern has awarded nearly \$55 million in institutional grants and scholarships since 2011. Many of these scholarships come from endowment funds given by generous constituents who believe in the power of a Christian education. Southern now offers five 100-percent-renewable scholarships for up to four years. Beyond established funds, Southern also awards several popular scholarships for specific achievements.

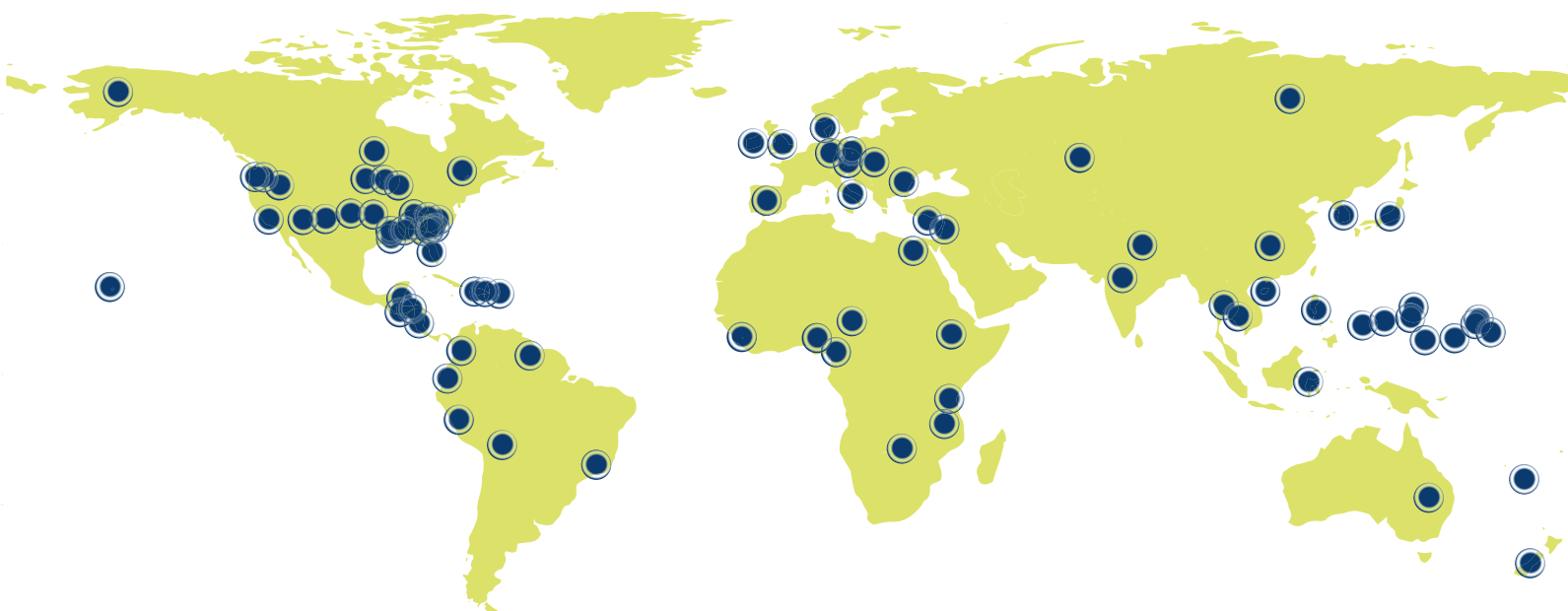
## Enrollment

In 2012-2013, Southern experienced its highest enrollment ever with 3,319 students. While numbers in subsequent years have been fewer, Southern is still graduating some of our largest classes to date. Meanwhile, we remain committed to providing a small-campus feeling through a student-to-faculty ratio of 14 to 1, programming that encourages spiritual engagement and discipleship, and new facilities that serve as places for community.



# Student Missionaries and Task Force Workers

During the past five years, Southern has sent 356 student missionaries and task force workers around the world.



Alaska  
Appalachian Christian  
Academy, VA  
Auburn Academy, WA  
Australia  
Austria  
Bass Memorial  
Academy, MS  
Belize  
Bolivia  
Rio Lindo Academy, CA  
Cambodia  
Cameroon  
Chad  
China  
Chuuk  
Colombia  
Cyprus  
Dakota Adventist  
Academy, ND  
Denmark  
Dominican  
Republic

Ebeye  
Ecuador  
Egypt  
El Salvador  
Ethiopia  
Fletcher Academy, NC  
Forest Lake Academy, FL  
Gem State Academy, ID  
Georgia Cumberland  
Academy, GA  
Germany  
Guam  
Guyana  
Haiti  
Hawaii Mission  
Academy, HI  
Highland Academy, TN  
Honduras  
India  
Ireland  
Italy  
Japan  
Kazakhstan

Kentucky  
Kenya  
Laurel Lake Camp, PA  
Lebanon  
Madison Academy, AL  
Majuro  
Minnesota  
Mississippi  
Mount Pisgah  
Academy, NC  
Nepal  
New Mexico  
New Zealand  
Nicaragua  
Nigeria  
Oklahoma  
Ozark Academy, AR  
Palau  
Peru  
Philippines  
Pohnpei  
Poland  
Puerto Rico

Romania  
Russia  
Saipan  
Shenandoah Valley  
Academy, VA  
Sierra Leone  
South Korea  
Spain  
Taiwan  
Tanzania  
Thailand  
Thunderbird Adventist  
Academy, AZ  
Tonga  
Ukraine  
United Kingdom  
Upper Columbia  
Academy, WA  
West Virginia  
Wisconsin Academy, WI  
Yap  
Zambia

# Financial Details

## Summary of Statement of Position

**Cash:** Unrestricted (operating) cash and investments increased almost \$4 million during the past five years. This 25-percent increase in liquidity places the university in a strong position. Restricted cash increased from \$3.7 million to \$14.4 million, due primarily to generous giving by constituents and friends of the university to the Campaign for Excellence in Faith and Learning.

**Endowment Assets:** Endowment assets increased from \$24.4 million to \$33.7 million. This is a 38-percent increase, reflecting the generous support of our donors in providing the Southern experience to as many as possible.

**Plant Assets:** Plant assets increased by nearly 10 percent in the last five years, from \$72.3 million to \$79.5 million. This reflects ongoing renovations in Summerour Hall and McKee Library, as well as our solar panel system, Origins Exhibit, and the new Sabbath Trail on Bauxite Ridge.

**Bonds/Loans Payable:** Bonds and loans payable dropped by more than 20 percent, reflecting ongoing payments made.

**Net Assets:** Total net assets (equity) increased from \$92 million to \$131 million over the five-year period. This was a 42-percent increase in total net assets.

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Change
Unrestricted Cash and Investments	\$15,821,000	\$13,596,000	\$12,700,000	\$16,038,000	\$17,849,000	\$19,538,000	24.70%
Restricted Cash	\$3,700,000	\$3,956,000	\$5,196,000	\$8,973,000	\$10,061,000	\$14,412,000	289.51%
Accounts Receivable	\$5,139,000	\$4,774,000	\$4,386,000	\$6,543,000	\$7,883,000	\$6,544,000	27.34%
Other Assets	\$4,074,000	\$8,658,000	\$10,418,000	\$9,039,000	\$8,541,000	\$9,770,000	139.81%
Endowment Assets	\$24,463,000	\$23,299,000	\$26,187,000	\$27,937,000	\$33,233,000	\$33,764,000	38.02%
Plant Assets	\$72,372,000	\$74,120,000	\$81,143,000	\$82,554,000	\$82,697,000	\$79,549,000	9.92%
<b>Total Assets</b>	<b>\$125,569,000</b>	<b>\$128,403,000</b>	<b>\$140,030,000</b>	<b>\$151,084,000</b>	<b>\$160,264,000</b>	<b>\$163,577,000</b>	<b>30.27%</b>
Current Liabilities	\$6,170,000	\$7,019,000	\$7,010,000	\$9,101,000	\$10,664,000	\$9,378,000	52.01%
Other Liabilities	\$5,084,000	\$5,676,000	\$5,764,000	\$5,398,000	\$5,270,000	\$5,394,000	5.78%
Bonds/Loans Payable	\$22,143,000	\$20,370,000	\$22,255,000	\$20,730,000	\$19,206,000	\$17,681,000	-20.15%
<b>Total Liabilities</b>	<b>\$33,397,000</b>	<b>\$33,065,000</b>	<b>\$105,001,000</b>	<b>\$35,229,000</b>	<b>\$35,140,000</b>	<b>\$32,453,000</b>	<b>-2.83%</b>
<b>Total Net Assets</b>	<b>\$92,172,000</b>	<b>\$95,338,000</b>	<b>\$140,030,000</b>	<b>\$115,855,000</b>	<b>\$125,124,000</b>	<b>\$131,124,000</b>	<b>42.26%</b>
<b>Total Liabilities and Net Assets</b>	<b>\$125,569,000</b>	<b>\$128,403,000</b>	<b>\$140,030,000</b>	<b>\$151,084,000</b>	<b>\$160,264,000</b>	<b>\$163,577,000</b>	<b>30.27%</b>

## Summary of Changes in Net Assets

The university experienced an increase of nearly \$39 million in total net assets over the five-year period of this report.

**Operations:** Southern experienced an increase of net assets from operations each year. Fiscal year 2012 was a particularly strong year, with a net increase from operations of \$3.5 million. Operating increases are important in order to provide the cash flow necessary for capital needs and loan principal payments.

**Endowment:** The Endowment Fund experienced increases in four of the last five years. Despite some market volatility, the last five years have produced a net increase of \$9.3 million from market returns and donor giving, after annual distributions.

**Plant Fund/Other:** The Plant Fund showed an increase of over \$19 million during this five-year period. This represents capital investments made during these years, plus donor giving to the capital portion of the Campaign for Excellence in Faith and Learning.

	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Operations	\$3,514,000	\$2,705,000	\$3,027,000	\$861,000	\$334,000	\$10,441,000
Endowment	(\$1,163,000)	\$2,887,000	\$1,750,000	\$5,296,000	\$531,000	\$9,301,000
Plant Fund/Other	\$815,000	\$4,072,000	\$6,077,000	\$3,111,000	\$5,135,000	\$19,210,000
Total Increase/ (Decrease) in Net Assets	\$3,166,000	\$9,664,000	\$10,854,000	\$9,268,000	\$6,000,000	\$38,952,000

## Summary of Schedule of Key Ratios

**Current Ratio:** This measures an organization's ability to meet short-term obligations. Southern's May 31, 2016, ratio of 2.98 means that the university has \$2.98 of liquid or near-liquid assets for every \$1 of short-term liabilities. Typically a current ratio of 2 or greater is considered financially good. The university has a target of 3.

**Consolidated Financial Index (CFI):** This index combines four key financial ratios into a single measurement of the financial health of a university. According to our auditors, "an advisable or target CFI would be 3 to 4." Southern's CFI increased to

3.6 from 2012's 2.3, reflecting ongoing efforts to maintain and increase our financial health.

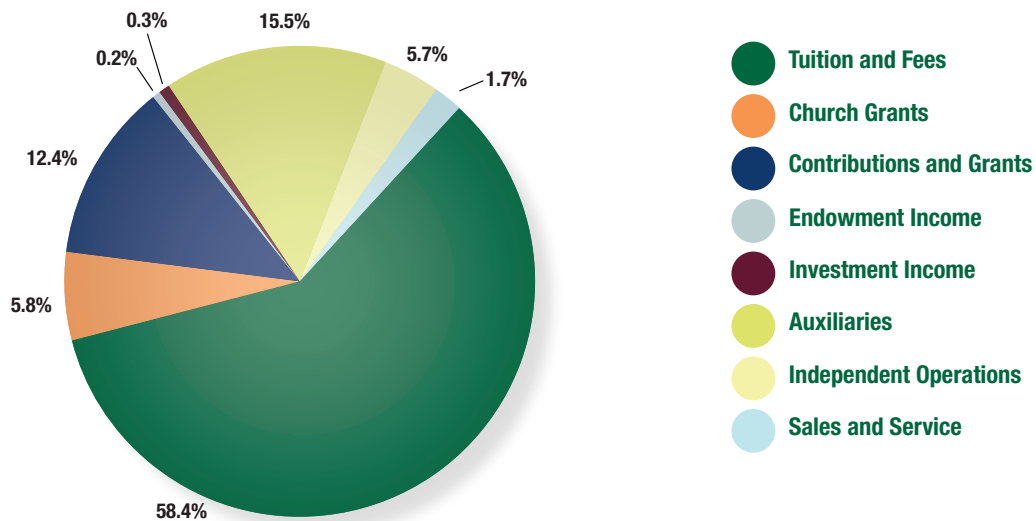
### Percent of NAD Recommended Working Capital:

The North American Division has established policies for the amount of working capital (operating reserves) institutions should have on hand. For universities, this is 20 percent of the annual operating cash expenses, or approximately 2.5 months' worth of expenses. As of May 31, 2016, Southern is at 105 percent of the recommended working capital amount.

	FY2012	FY2013	FY2014	FY2015	FY2016	Change
Current Ratio	3.05	2.82	2.77	2.62	2.98	-2%
Consolidated Financial Index	2.3	3.2	3.9	3.8	3.6	56%
Percent NAD Working Capital	106%	90%	86%	96%	105%	-0.9%

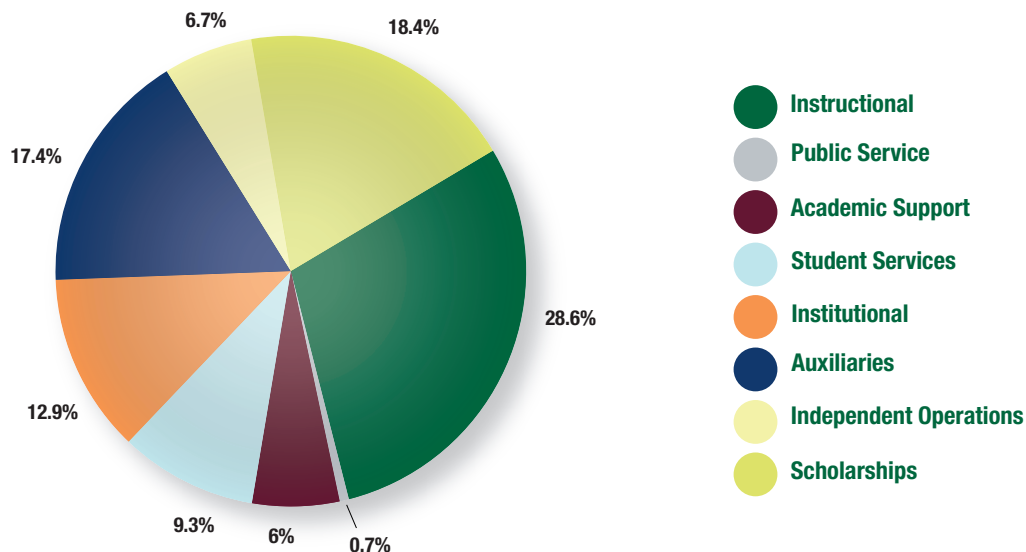
## 2015-2016 Gross Revenue: \$98.16 Million

The majority of this income (59 percent or \$57 million) is in the form of tuition and fees. Auxiliary operations including student housing, food services, the book store, and leaseholds contributes 15.5 percent. Independent operations, the majority contributor being the Village Market, produced 5.7 percent of the revenues. Church subsidies make up 5.9 percent, private donations and grants 12.4 percent, and the Endowment Fund contributes 0.2 percent of the total income.



## 2015-2016 Expenses: \$75.5 Million

Instructional or academic support activities account for 28.6 percent of the university's expenses. Fifteen million dollars, or 18.4 percent of the total expenses, are paid in the form of scholarships while 17.4 percent of the expenses are for auxiliary or independent operations.



# Let's Work Together

As members of the Southern Union, we are your university! Your support is critical to Southern's success at providing a quality academic and spiritual program.

## To help you, Southern can:

### Supply you with quality employees

Every year, we graduate hundreds of well-qualified students who are eager to contribute to your workforce needs.

### Deliver free spiritual and academic programming

Numerous worship programs and academic lectures are available online at [southern.edu/streaming](https://southern.edu/streaming). During the school year, vespers is streamed live on Friday at 8 p.m. eastern and can be a great conversation starter for your Bible study or youth group.

### Share our resources with you

Many of our faculty and staff are available to speak at your church or school, to conduct workshops, or to share expertise in other ways. Several student groups are also available to perform throughout the Southern Union. Find out more at [southern.edu/resourceguide](https://southern.edu/resourceguide).

### Offer you online learning opportunities

Southern offers online courses in a wide variety of areas that you can take from the convenience of your own home. Visit [southern.edu/online](https://southern.edu/online) to learn more.

### Provide you with enriching experiences

Hike our trails. Visit our museum, library, gallery, and exhibits. Use our Teaching Materials Center. Spelunk our cave. All for free!

## To help Southern students, you can:

### Motivate young people to attend Southern

Members, especially our alumni, serve as wonderful ambassadors. Encourage potential students to sign up for a visit or to apply at [southern.edu](https://southern.edu).

### Provide us information

You likely know people who would enjoy a Southern education. Email [enrollment@southern.edu](mailto:enrollment@southern.edu) with their contact details, and we will connect with them.

### Give to our Annual Fund

Your donations to this fund will help Southern provide students with scholarships and programs. Give online at [southern.edu/give](https://southern.edu/give).

### Share your expertise

We welcome experts who are willing to share their experience by lecturing or serving on academic advisory groups. Email [marketing@southern.edu](mailto:marketing@southern.edu) with your area of interest.

### Share our stories

Each Spring, your church receives a new video from Southern on topics such as prayer, Bible study, and worship. Ask your church leaders to show the video during Sabbath services, and check out past videos online at [youtube.com/SouthernAdventistU](https://youtube.com/SouthernAdventistU).

### Support our student missionaries

Many students solicit their local church for funds to spend time, sometimes up to a year, serving abroad as a student missionary. Support the Great Commission by helping these students serve overseas.

### Provide internships

Many academic programs have requirements that must be met outside the classroom. Email [marketing@southern.edu](mailto:marketing@southern.edu) with your ideas for opportunities that would help a Southern student acquire valuable experience.

### Mentor our students

You can make a difference in the lives of our students and alumni through our LEAP Mentoring Program. Find out more at [southern.edu/mentor](https://southern.edu/mentor).





Power for Mind & Soul

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Several students were instrumental in the preparation of this report: Sheann Brandon, lead writer; Carl Reiter, contributing designer; and Terry Henson, contributing photographers.