**Global Academy for Transformational Leadership**

(Formerly Emerging Leaders Initiative Africa)

**Business Plan**

**2017-2027**

Updated and approved: June 2018

Written and approved by:

Dr. Bekele Shanko, Chairman of the Board

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**INTRODUCTION**

The Global Academy for Transformational Leadership (GATL) was formerly the Emerging Leaders Initiative Africa (ELI Africa). This unique leadership initiative is a biblically based, fully accredited, field-based leadership training and education program. This developmental program is unique because it enables students to remain fully engaged in active ministries while developing their leadership skills, kindling their spiritual passion, and upgrading their biblical and theological foundations.

**MISSION AND CORE VALUES**

**PURPOSE**

To produce high-impact emerging leaders for the world

**MISSION STATEMENT**

GATL exists to help accelerate the world’s holistic transformation by intentionally developing and deploying servant leaders of conviction, character and competence from a biblical perspective

**UNIQUENESS**

*Biblical*: Character, Belief, Values

*Emerging*: Intentional development of next generation leaders, holistic, sustainable leadership

*Mobile*: Globally available, contextually relevant, cost effective

*Quality*: Exposure to best practices, experiential learning, consistency of evaluation

*Practical*: Shaping the learner’s knowledge, behavior, skills, and practices

**CORE VALUES**

GATL maintains the following four core values:

*Intentional:* GATL is an intentional leadership development program. It believes that the problem of the shortage of transformational servant leaders does not go away by itself, and intentional action must be taken.

*Biblical*: GATL maintains biblical perspective in all its content and training processes. It maintains a belief that leaders who are genuine, secure, and willing to serve others are the ones whose worldview and attitude is shaped by the Word of God and the work of the Holy Spirit.

*Practical*: the emphasis of GATL is practical application. GATL believes that leaders learn better and develop faster when they are exposed to best leadership practices, taught how to integrate theory with practice, mentored by exemplary leaders, given challenging ministry assignments, and held accountable to design and implement their personal development plans.

*Transformational*: the leadership development process of GATL is transformational. GATL believes that leaders who have experienced inner personal transformation by the power of the Holy Spirit can play a significant role in leading holistic societal transformation.

**BACKGROUND INFORMATION**

**HISTORY**

*November 2003:* Selected national directors of Campus Crusade for Christ from Southern and Eastern Africa met in Harare, Zimbabwe and identified the lack of quality and quantity of leaders as one of the most important challenges of the organization.

*June 2007:* The same group of national directors who met in Harare four years earlier convened again in Pretoria, South Africa to evaluate the progress made in solving challenges identified in 2003. The group confirmed that the lack of quality and quantity leaders was still the most important challenge in the organization.

*October 2007:* Dr. Bekele Shanko developed and presented the concept of the first draft of ELI Africa curriculum to the national directors’ council of Campus Crusade for Christ of Southern and Eastern Africa that was held in Addis Ababa, Ethiopia. The national directors approved the proposal.

*March 2008-September 2009:* The first four cycles of ELI Africa were conducted. The comprehensive program was launched in Pretoria, South Africa with twenty-six emerging leaders selected from nine African countries. Locations of the next three cycles included Rwanda and Ethiopia.

*May 2010:* The graduation ceremony for the first cohort of twenty-six emerging leaders was held in Johannesburg, South Africa. Note: The ELI Africa program was not yet accredited although the program experienced a 100% retention/graduation rate.

*September 2010:* The second cohort of ELI Africa was started in Pretoria, South Africa with thirty-one emerging leaders selected from eleven countries in Africa. This time, students from Nigeria and Ghana joined, making ELI Africa an Africa-wide initiative to address the continent’s most important need: the lack of transformational leadership. Locations of the next three cycles included Kenya.

*December 2012:* The graduation ceremony of the unaccredited 2nd cohort of 29 emerging leaders was held in Lagos, Nigeria. The program experienced a 94% retention/graduation rate.

*September 2013:* The third cohort of ELI Africa was started in Addis Ababa, Ethiopia with 20 emerging leaders from eight different countries. Locations of the next three cycles were Zimbabwe and Ghana.

*September 2015:* Name of ELI Africa officially changed to the Global Academy for Transformational Leadership (GATL). This change was made to position GATL to reach the global community.

*October 2016*: GATL received probationary accreditation by ICHE (International Council for Higher Education) to provide MA in Transformational Leadership.

*January 2018*: GATL received a full accreditation by ICHE.



**LEADERSHIP STRUCTURE**

In 2015, GATL established the following key leadership positions: Dr. Bekele Shanko, Founder and Chairman of the Board; Dr. Mike Wicker, Chief Academic Officer (CAO) and Program Director; Dr. Michael Whyte, Chief Executive Officer (CEO); Stefan Dell, Chief Operating Officer (COO) and Erin Van Tuinen, Vice President of Enrollment Management. The CEO and CAO will be ex-officio members of the Board.

**GATL BOARD**

In 2017, a board will be established for GATL. The board will be comprised of a group of individuals from around the world who endorse the mission and vision of GATL and Cru. The board chairman will be Dr. Bekele Shanko. Initial members will include: Dr. Shanko; Andrea Buczynski, Vice President, Cru; Dr. Chan Chong Hiok, President, East Asia School of Theology; Stefan Dell, M.A., COO and Alumni, GATL; Bill Dindi, M.A., Alumni President, GATL; Dr. Kent Du, Director of International Relations-Asia, GATL; Dr. Rick Franklin, Vice President, Arrow Leadership; William Hodgson, Global Leadership Development, GCM; Dr. Farai Katsande, African regional representative; Dr. Kevin Mannoia, Campus Chaplain, Azusa Pacific University; Dr. Tom Roxas, President, International Graduate School of Leadership; Dr. Guy Saffold, Executive Director, ACTS Seminaries of Trinity Western University; Dr. Henry Tan, President, International Leadership Consortium; Dr. Michael Whyte, CEO, GATL; Dr. Mike Wicker, CAO, GATL

**FOUNDING FACULTY**

Currently there are three founding faculty members recognized by GATL/ICHE: Dr. Bekele Shanko, Dr. Mike Wicker, and Dr. Michael Whyte. Academic vitas are available upon request. Additional full-time faculty (e.g., Cru and African/Asian regional academic leaders) will be added annually as the GATL program expands both numerically and geographically.

**ADJUNCT FACULTY**

Adjunct faculty members have been recruited from a wide-variety of sources, including: International Graduate School of Leadership and Cru. GATL will continue to aggressively recruit fully qualified and diverse adjunct faculty members. GATL will also begin to groom faculty and administrators from its program’s top graduates.

**ACCREDITATION**

In 2015, the Global Academy for Transformational Leadership (then ELI Africa) began the rigorous process of achieving accreditation under the leadership of Dr. Mike Wicker and Dr. Michael Whyte. As of 2017, GATL is accredited by the International Council for Higher Education (ICHE).

**ACADEMIC PROGRAM**

By 2018, the GATL program will be taught in four cycles and at a variety of African, Asian, and Central-Asian locations. The entire program takes approximately two years to complete. The first three cycles each include a two week, face to face orientation followed by a variety of faculty monitored assignments to complete the cycle’s two to three required courses. The final cycle is presented fully online. This program is a total of 42 credit hours.

**CURRENT COST TO STUDENTS FOR TWO YEAR PROGRAM (AS OF 2017)**

Total tuition: $1,900

Total books: $400

Total local transportation: $300

Total room & board, field study and

various learning experiences: $5,400

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**Full Cost/Student $8,000 ($2,000/cycle)\***

\*Does not include transportation to/from site

 \*\*Price subject to change based on location

**STRATEGIC FIVE-YEAR PLAN**

**ENROLLMENT FIVE-YEAR GOALS**

2017-2020: Complete and evaluate one full academic cycle while on ICHE accreditation\*\*

2017: Complete ICHE Enrollment Recommendations

2017: Develop written and published admissions standards\*\*

2017-2027: Add additional African/Asian cohorts (20 to 30 students)

2023: Complete a comprehensive feasibility study to investigate establishing cohorts in Asia, India, and South America [Current options include Philippines (IGSL) and Singapore (EAST)]

**ACADEMIC FIVE-YEAR GOALS**

2017: Complete ICHE Academic Recommendations

2017-2021: Recruit and develop ten additional fully qualified, fulltime faculty\*\*

2016-2019: Develop pathways that would encourage GATL graduates to enter accredited doctoral programs\*\*

2016-2020: Recruit and develop twenty additional fully qualified adjunct faculty\*\*

2016-2026: Continue to graduate, at a minimum, 90% of students admitted

2018: Develop rubrics and grading standards for student papers and evaluations\*\*

2018: Develop faculty development and evaluation program for all FT faculty and adjuncts\*\*

**ADMINISTRATIVE FIVE-YEAR GOALS**

2017: Complete ICHE Administrative Recommendations

2017-2019: Recruit and develop 15 members of the GATL Board\*\*

2023: Replace current CEO and CAO with indigenous African/Asian educational leaders

**FINANCIAL/FUNDRAISING FIVE-YEAR GOALS**

2017: Complete ICHE Financial Recommendations

2017: Clarify and confirm overall program cost structure for GATL and individual students\*\*

2017: Consult several fundraising experts for guidance on processes and structure\*\*

2016-2020: Raise sufficient funds to alleviate/lessen current costs/contributions incurred by Cru and students\*\*

**SPIRITUAL FIVE-YEAR GOALS**

2017-2025: Each student will disciple a minimum of five students in leadership skills learned during their program\*\*

2016-2025: Each student will establish a long-term relationship with a mentor for accountability, spiritual guidance, and additional leadership training\*\*

\*\* Requirements to be completed during first fully accredited academic cycle (2017-2020)

**OVERVIEW OF:**

**INTERNATIONAL STRATEGIC PARTNERSHIPS**

Establish cooperative/bridging relationships with academic programs such as: International Graduate School of Leadership (Philippines), East Asia School of Theology (Singapore), International Leadership University (Kenya and Ghana), Regent University (USA), Life Pacific College (USA), and TCA College (Singapore)

**2008—2017 SIGNIFICANT ACCOMPLISHMENTS**

International accreditation through ICHE (2016-2017)

Overall graduation/retention rate since 2008: 97%

To date (2017), 55 fully qualified graduates

Many graduates have assumed significant international, national, and area-wide leadership roles. Examples include: four global leaders at the Cru office in Orlando; several regional ministry leaders in Africa; national Cru directors in Ethiopia, Kenya, Namibia, Zimbabwe, and Zambia; the Jesus Film Project leader for West Africa; and key African business leaders.

Several graduates are beginning and/or considering doctoral programs

As of the spring of 2018, unlike other educational entities, over 95% of all GATL graduates are serving in significant, full-time Campus Crusade ministries.

ELI Africa/GATL focuses on emerging leaders, intentionally developing leaders for the organization and the kingdom of God for the next 30-50 years.

**GATL Curriculum: “Leadership = Stewardship”**

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| **PREREQUISITE** |  **CYCLE I** | **CYCLE II** | **CYCLE III** | **CYCLE IV** | **TOTALS** |
| **1 GATL Course****(2 Units)**-\*Research and Writing(2 units) | **Stewardship of Self****3 GATL Courses****(10 Units)**-Holistic Personal Leadership(4 Units)***or***\*\*Bible Survey & Praxis(4 Units)-Spiritual and Character Formation(4 Units)-Advanced Self-Learning I: Personal Leadership Journey and Development Plan(2 Units) | **Stewardship of Mission****3 GATL Courses****(10 Units)**-Organizational and Cross-cultural Leadership(4 Units)-Strategic Planning and Implementation(4 Units)- Advanced Self-Learning II: Missional Immersion and Evaluation(2 Units) | **Stewardship of People****3 GATL Courses****(10 Units)**-Biblical Servant Leadership(4 Units)-Leadership Development and Mentoring(4 Units)- Advanced Self-Learning III: Major Mentoring Exercise(2 Units) | **Stewardship of Resources****3 GATL Courses****(10 Units)**-\*Introduction to Holistic Societal Transformation(4 Units)***or***\* \*\*Applied Biblical Interpretation(4 Units)-\*Resource Development and Networking in a Global Environment(4 Units)- \*Advanced Self-Learning IV: Partnership Project Development(2 Units) | **42 Units Total/ 2 Years****13 Total Courses** |

***\*Online***

***\*\*Bible Foundations Track***

*Strategic leader*

*Productive leader*

 **Leadership = Stewardship**

*Authentic leader*

*Proactive leader*