



February 22, 2020  
WCIU Board of Directors

Dear Board Colleagues,  
Greetings in the name of Jesus who leads us and has promised that His sheep will hear His voice. As you are aware, I have been seeking to hear that voice relative to my leadership roles in WCIU and FV, and I want to share here what I believe Susan and I have discerned. Our discernment has focused on two main questions: which organization am I called to continue to serve (or vice versa, being led to transition from), and when?

Which?

The signs of His leading which brought me to WCIU and FV were and are unmistakable. I believe that the season in which I have served as both President and General Director has been a season in which that dual role was necessary. I am also convinced that we are now poised for the season in which each organization needs a leader able to give his or her full and undivided attention to FV and to WCIU respectively. This is not merely a question of capacity relative to time and workload. Each organization needs the full capacity of its respective leader relative to imagination, attention, and focus.

Another insight which became clear for me in my praying and thinking is that each organization also deserves and needs to have a leader called not just to the organization but to the *unique type of organization*. I have known since soon after my arrival that a university is a unique organization, and requires a leader called particularly to leadership in a university setting, to what I would call academic leadership, and in our setting, to the service of frontier mission through higher education.

Thus, while I believe I have served WCIU well, and while I believe deeply in the Ends and Vision and Mission and direction of WCIU, and while I thoroughly enjoy my colleagues and our staff and faculty, and while I rejoice to see the progress and development and growth of WCIU, and while I am excited by the prospects for WCIU's future, and while I believe were this a matter simply of time and work capacity we could and would find solutions, the central issue in my discernment about "which organization" is this: Am I called to University leadership? I was called to help WCIU get where it is, and to do so in a healthy way with FV, yes. But I am certain that I am not called specifically to the service of frontier mission through higher education.

When?

In my discernment process I have spent a lot of time reviewing the journals I have kept for many years. One thing I took note of was the process I went through with my



prior organization, Global Teams, as I stepped down as International Director in the process of coming here.

I had been in that role for 17 years, and it seemed natural that we should take our time. However, one of the primary difficulties was that the process was *too protracted*. That had two negative results: a) a “lame duck period” in which it was difficult for leaders to do significant planning and b) a period in which, in spite of my best intentions, I shifted my emotional and spiritual energies to FV and WCIU. I believe the timing of my transition now needs to be such that it is not unnecessarily sudden, and yet avoids the two issues I just named.

As such, I am in this letter, offering my resignation as President of WCIU, with my final day being August 31, 2021.

In making this decision, I also considered three main scenarios. I considered December, 2021, which I believe would be too long. I also looked at the end of this fiscal year, June 2021, which seems too sudden. So, I am concluding the right balance would be the end of August, 6 full months away.

However, should the board see wisdom in a transition sooner than this, I want to say that I would fully support that and cooperate fully and want the board to know I would not take it as in any sense a negative reflection on my leadership.

The selection of the University President is one the central responsibilities of the Board, second only perhaps to determination of the Ends. As such, I recognize that any role I play in a selection process will be determined by the Board. I have, as you may imagine, some considered views about that, and would be ready to share those as and when requested.

In conclusion, I want to say something about my leadership colleagues within WCIU. You have not had as much of an opportunity to see the gifts and abilities and skills of some of our leaders. You have had some level of experience with our Executive VP, Peter McLallen. But you have not seen him, or others, in the fullness of what they bring to my leadership. I say this by way of assuring you that WCIU is in very capable hands. One of my deepest senses of accomplishment is the fact that I can say that so confidently.

Grateful to serve with you,

  
Kevin Higgins

