

THE LEGACY OF FRIENDS UNIVERSITY'S LONGEST-SERVING PRESIDENT

20 YEARS OF LEADERSHIP AND FRIENDSHIP

DR. BIFF GREEN RETIRES

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BUILDING A NEW FUTURE

When Friends University President Dr. Biff Green and wife Binnie arrived in 1991, the world was a different place.

One gallon of gasoline cost \$1.14. CNN announced the Internet was open for public use. The Dow Jones industrial average topped 3,000 for the first time.

And Friends University faced daunting financial challenges. There was so much work to be done, this energetic new president hardly knew where to begin.

But he rolled up his sleeves, outlined a vision and set about bringing everyone on board to work toward well-defined goals.

Under his leadership, the University would:

- learn to live within its means,
- find its unique niche and fill it,



PHOTO BY STEVE RASMUSSEN

- attract and retain more students,
- and clearly define its mission in order to build community support.

Within days of their arrival, the Greens enlisted the help of existing faculty and staff. Together, they transformed Friends University – preserving its rich heritage, repairing its aging buildings and taking it into a brighter future.

A new era began at Friends University.

The first priority centered on making Friends University financially solid. Seeking input from all faculty and staff, Biff implemented a collaborative budgeting process. Focus shifted to the core academic mission and eliminating programs that were not mission-driven. Some of the choices were painful, but determined to succeed, they developed a balanced budget.

TIMELINE

1980

Biff completes his doctoral dissertation on "The Role of the College President in Independent Higher Education."



1980s

The footprint of the Friends University campus before the Green administration created a unified campus.



APRIL 15, 1991

Biff begins his 20-year tenure as Friends University's 12th president. "Friends will be a stronger institution in the next two years or so. It won't be because of miracles, but because the University will live within its means," Biff said in a 1991 *Focus* article.

“One of the things I’m most proud of is that our endowment has grown by leaps and bounds. That wouldn’t be possible if it weren’t for our donors.”

– Dr. Green at the Oct. 27, 2010, Scholarship Luncheon

Their hard work paid off. Invested endowment and reserves grew from approximately \$2 million in 1990 to an all-time high of \$52 million.

“Biff has led the University very diligently and thoughtfully,” said Rod Pitts, chairman of the Board of Trustees. “He’s always thinking through all aspects of his decisions. His strong values, high integrity and business acumen have been the basis of our financial stability.”

Biff began an ambitious plan that ultimately invested more than \$65 million in capital improvements during his tenure as president. Virtually every building underwent renovations, with \$10 million going to preserve the integrity of the Davis Administration Building.

The iconic building was badly in need of restoration. Refusing to let it crumble, he led the charge to have it restored as a historic monument.

One floor at a time, construction crews transformed the building into a modern replica of its original grandeur. Ceilings were raised to highlight stained-glass windows. New mechanicals were carefully hidden behind decorative oak paneling. Heating and cooling systems were updated. Interior woodwork was restored, and the exterior brick and stone were cleaned and sealed.

Twice, hailstorms pelted the slate roof bad enough that it had to be replaced; but Friends University persevered. Thanks to Biff’s efforts, the Davis building is positioned to serve students for another 100 years.

“I remember when Biff started the renovations on the Davis Administration Building,” said Ron Holt, assistant Sedgwick county manager. “It was a huge undertaking, but Biff and his core visionary leaders overcame the obstacles of budgets and aging infrastructure

to totally update this building. It is now the centerpiece of the University and a truly beautiful feature of our downtown corridor.”

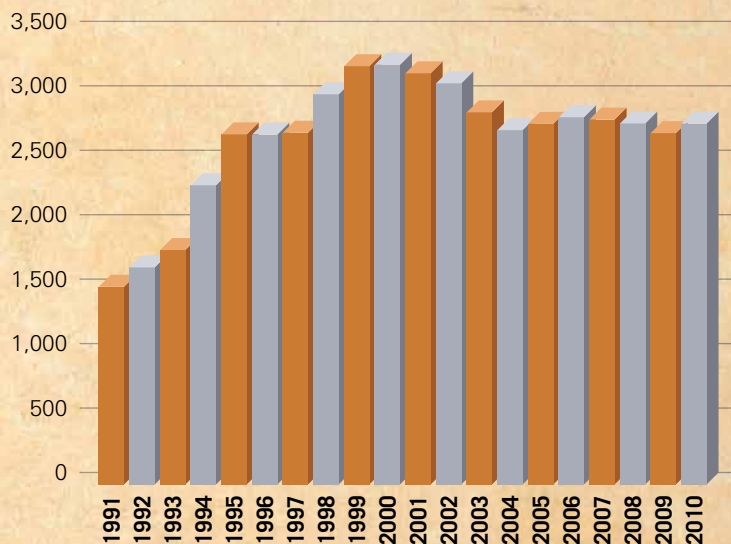
“I wondered if we did the right thing because it was so expensive,” Biff said. “But one day after the renovations, when driving west on University Avenue, it just seemed to shine.”

The Davis-building renovations were only the beginning. During the mid-1990s the University was in a constant state of construction and renovations – with seven new facilities and major additions.

Some of the facilities were funded by operating reserves or tax-exempt financings – including the Marriage and Family Therapy facility, the College of Adult and Professional Studies/Information Technology facility, Hoyt Athletic Field’s synthetic playing surface and the Topeka Education Center.

FALL ENROLLMENT

Friends University’s enrollment doubled during Dr. Green’s leadership, reaching a peak in 2000 at 3,247.



OCT. 18, 1991

Biff is inaugurated in the Garvey Physical Education Center’s gymnasium.

1992-93

Friends University offers 37 traditional undergraduate programs, one degree completion program and eight master’s programs. The University decides to cut or consolidate 12 programs.

1992

The Program for Adult College Education is added, allowing adult students to complete their associate degree by attending evening and weekend classes.

JAN. 14, 1994

Friends University finishes repaying more than \$4 million in debt it had borrowed from the endowment.

“One of the visions I was hoping would come to fruition was a defined perimeter of campus. We’ve been able to eliminate houses in the middle of campus and turn streets into walkways so people see a unified campus.” – Dr. Green to alumni visiting campus Oct. 2, 2010, for their milestone class reunions

Other facilities were funded by generous contributions from the University’s good friends, including additions to the fine arts and science buildings, funded by Carl and Dixie Sebitts; the Olive White Garvey Business and Technology Building, largely funded by Olive White Garvey; and the J.R. and Gertrude Smith Apartments, largely funded by J.R. and Gertrude Smith.

The University’s Board of Trustees designated another very special building – Green Residence Hall – to honor the Greens and their many contributions to the University. This facility won the 2007 Keeper of the Plains Award for architectural design from the Wichita Metro Chamber of Commerce.

BRINGING THE DREAM TO LIFE

The Greens came from sunny California. They were accustomed to lush greenery and flowering plants. It wasn’t surprising that they wanted to bring a fresh look to campus.

Biff often emphasizes how important a first impression can be. In 1991, visitors were greeted with prohibitive “no parking” signs lining the drive up to the Davis building.

“Biff and Binnie noticed that,” said Hervey Wright III, vice president of University Relations. “They felt we had to do something about the first impression. We needed to make the campus more welcoming.”

Biff created a landscaping committee, and work began to beautify the campus. Binnie was actively involved – serving as volunteer co-chair, meeting weekly with committee members, selecting attractive plants to thrive in the diverse Kansas climate and forecasting the University’s long-term landscaping vision. Thousands of shrubs and flowers have been planted – many by the Greens themselves.

The unwelcoming drive up to the Davis building was replaced by a grand Centennial Lane and Rose Window Plaza – both carefully planned to enhance the vibrant colors of the campus, and to celebrate the University’s heritage. Rose Window Plaza mimics the stained-glass window in the Davis building’s Alumni Auditorium.

There were other major improvements, as well. Binnie created a flower garden at the president’s home across the street from campus. Students gave input for a seating area and water feature behind Green Hall, where they relax and enjoy time with friends.

Although the goal of improving campus aesthetics was to make people feel welcome, the results far exceeded everyone’s expectations. The beauty of the campus combined with the commitment to a mission of excellence in academics attracted more and more people.

Circle Drive was removed in 1996 to create Rose Window Plaza, a replica of the stained glass rose window in Alumni Auditorium.



1994

Restoration on the historic Davis Administration Building begins. “One day Paul Winchester came into my office and said a ceiling had collapsed,” Biff said. “OK, fix it.” “But it’ll happen again,” was the director of Physical Plant’s response. Starting at the top of the building and working their way down, Biff received a thorough description of all repairs that needed to be done. “By the time we were done, I was scared! But there is no question in my mind that this building will be here another 100 years after the work we’ve put into it,” Biff said.



MID-1990s

Biff more than just attends student events, he fully participates! Students have soaked him at Falcon Frenzy, sumo-wrestled with him at Cherry Carnival and created many more memories at Greek Games.



PHOTO BY KENDALL MCMINNITY

Binnie Green's welcoming and generous personality made the presidential house a warm and inviting home where thousands of guests have attended University events during the years.

When students arrived, they stepped into a park-like environment. They strolled under a canopy of trees and drank in the colors and fragrances of Friends University. They met a friendly, outgoing president who served ice cream in the garden at his home. They stayed ... and they brought their friends. Enrollments increased

Kansas community colleges, and off-site programs were initiated in Topeka and the Kansas City area.

The Graduate School expanded as well, prompting an increase in degree programs, enrollment and doctoral-level faculty.

Through all this growth, Friends University never lost sight of its goal to provide prompt, personal attention to each student. "We worked hard to do the right things based upon our student-focused education mission," Pitts said.

"We successfully implemented continuous quality improvement processes and strengthened the measurement of those outcomes. We expanded programs to better prepare our students for meaningful and successful careers. And we recently added

in the double-digits through the mid-1990s and reached an all-time high in the early 2000s. Retention rates went up as well.

Community leaders and alumni were equally impressed. They returned to the University for concerts and special events; and they gave generously of their time and money, eager to be a part of the Friends University story.

Programs for students were also growing. Academics were re-organized into three colleges. The College of Business, Arts, Sciences and Education focuses on undergraduate students who have the opportunity to live on campus and grow as individuals, nurtured by a caring faculty and staff.

The College of Adult and Professional Studies is dedicated to adult students who want to return to college to complete their degree. Demand for these programs was growing, so the University expanded the number of programs and locations where they are offered. The Program for Adult College Education was added for adults to complete their first two years of college by attending evening and weekend classes. Partnerships were developed with



PHOTO BY STEVE RASMUSSEN

Binnie Green points out landscaping features to Dr. Biff Green in the courtyard between Hiram Street and the Falcon Glenn Apartments.

online programs to make a college degree from Friends University even more accessible."

During Biff's years as president, Friends University continued to emphasize programs that served both traditional and non-traditional students. The University was listed in The Student Guide to America's Best College Buys for several years. Tuition



MID-1990s

"We went up in the crane and saw footpaths students had created around campus," Biff said. "So we installed sidewalks where students walked the most."



AUGUST 1997

Carl and Dixie Sebits announce a \$3 million gift for additions to the Whittier Fine Arts Building (now the Riney Fine Arts Center) and the William Penn Science Building.



SUMMER 1998

Hoyt Athletic Field undergoes major renovation, adding a Eurotan S Sandwich Track and AstroPlay field (one of the first in the nation). The track installation brought track and field as well as cross country back to Friends University. In honor of his support, the track was dedicated as the Biff Green track April 2, 2011.

MORE ON DR. GREEN'S LEGACY ...

Visit www.friends.edu/green to view a retirement documentary video and photo gallery, and share your favorite memories or a retirement message for the Greens. Read Dr. Green's parting message on page 2.

increases were modest. When he arrived, Friends University had the second-highest tuition among Kansas' independent colleges. Today, the University's combined undergraduate tuition and housing fees rank 15th of the 18 independent colleges.

Biff's goal was to clearly define the University's mission and then seek community support. His philosophy to focus on friend-raising – rather than fund-raising – attracted donors and community leaders to the Friends University success story.

A major part of the University's mission involves giving back to the community.

"Their efforts to connect Friends University to the community have extended through the years," said Susan Addington, manager of community affairs at Koch Industries Inc. "Each December for the past 17 years, the University closes down for a day to help the Salvation Army with their annual Christmas-gifts distribution. It's really fun and amazing to see the students, faculty and staff assemble bicycles, sort gifts and just do whatever is needed.

"Following the 2007 Greensburg tornado, Biff and Binnie worked alongside many of the students to help the community in cleaning up. It's just great to know that they have exemplified Friends University's mission of service to others."

Under Biff's leadership, friend-raising efforts resulted in the formation of a President's Club, raised more than \$66 million dollars for the University and generated thousands of community-service hours.

LEADING THE WAY

When future generations look back on Biff's tenure at Friends University, they will be impressed by many accomplishments.

Certainly, campus improvements will be recognized as a highlight. Growth in community support and student enrollment will be noted. But one of the most significant changes at Friends University during these years is somewhat less tangible. It is the infusion of spirit that began as a tiny spark of hope with his arrival. The Greens worked to find the spark within all employees, students, alumni and board members. They nurtured a small flame and turned it into a burning desire for excellence. They believed in each person's ability to contribute to the dream – and in return, the expectation was met.

PHOTO BY STEVE RASMUSSEN



The senior leadership team, as of June 2010: Pam Pennington, vice president of Marketing and Strategic Growth; Dr. John Yoder, vice president of Academic Affairs; Hervey Wright III, vice president of University Relations; Dr. Biff Green, president; Randy Doerksen, vice president of Administration and Finance; and Dr. Carole Obermeyer, vice president of Student Affairs.



SEPT. 21, 1998

The Centennial celebration kicks off on Rose Window Plaza, filled with special activities and memories. The Davis Administration Building's clock tower was lighted for the first time at the culmination of the Centennial celebration.



LATE-1990s

The President's Golf Tournament began in October 1992. Nearly annually since, approximately 100 players gather for a friendly, competitive game that doesn't allow mulligans. Here, Dr. Green teams up with Board of Trustees members John Weber and Mike Oatman on the links.

With a warm and welcoming smile, Biff invited everyone he met to become a member of the Friends University family. And they responded.

"Before Biff arrived, institutional self-esteem was at a very, very low point," said Randy Doerkson, vice president of Administration and Finance.

"I'm not sure we even believed in ourselves.

We'd kind of lost our way. He brought to the table a collaborative and inclusive approach to everything we did. He brought the issue before the whole University. What were we dealing with? What were our opportunities? Biff arrived, and he helped us believe in ourselves."

"We try to live by the camper's motto: Always leave the campsite better than you found it."

– Dr. Green at the April 19, 2011, Awards Ceremony

"The talented faculty, staff and students have been my inspiration in leading our great University to where we are today," Biff said. "We can be proud of our collective achievements."

He was quick to recognize employee strengths and reward efforts. He worked hard to build salary enhancements, bonus programs and retirement contributions. While the faculty and



Dr. Biff Green and wife Binnie stroll in front of the Edmund Stanley Library. In the early years, students were surprised to see the Greens with their hands in the soil, planting flowerbeds across campus.

PHOTO BY STEVE RASMUSSEN

staff appreciated the increases, they were even more enthusiastic about Biff's implementation of innovative employee benefits to build a sense of teamwork and University morale.

At an all-employee meeting in the early years, Biff joked that if he could make a half-court shot then everyone would receive a day off.

"It was a perfect swish; just like in a movie," said Sherri Dalbom, senior administrative assistant for University Relations. "Everybody got Friday off!"

The University began celebrating Friends-wear Fridays, wearing Friends University shirts and colors with pride. Employees enjoy Friday afternoons off during the summer and willingly put in extra hours needed during the busy seasons of enrollment and commencement.

Biff gave the staff a break between the Christmas and New Year's holidays, expanded tuition-remission programs for employees and their families, and established an events committee to host faculty and staff appreciation events throughout the year.

His already loyal staff became even more devoted to the mission. They are walking, talking advocates for a Friends University education – telling the story wherever they go.

Through it all, the Greens moved about the campus, spreading smiles and laughter. If there was any stress or strain involved in this major rebuilding of a great University, they never let it show.

In fact, they appeared to be simply taking it all in ... enjoying student life, and hosting group after group of University students, faculty, staff, alumni and friends.

2004

"It is quite an honor to have Green Residence Hall named after us," Biff said to alumni attending their milestone class reunions in 2010. "It's neat that at the University of La Verne, where Binnie and I graduated, a residence hall is named after her grandfather who was dean of students. And it was neat to have her parents here for the ribbon cutting ceremony."



MAY 2006

Biff's administration has renovated, added to or constructed nearly every building on campus.

“The people are the heart of the University; a blessing to the community; a blessing to our family, and we thank you very much.” – Binnie Green, at the April 19, 2011, Awards Ceremony

The Greens cheered Falcon basketball, volleyball, softball and football to several National Association of Intercollegiate Athletics playoff games, happy to be a part of the only college football program in Wichita.

Biff takes a personal interest in every student’s success. So, he was very happy to make the announcement that Friends University led the Kansas Collegiate Athletic Conference with the highest number of student athletes named as Academic All-Americans.

Through the years, you were even likely to find him playing intramural basketball alongside students – sometimes to their surprise and delight.

In a University filled with fine-arts performances, the Greens became avid supporters – attending concerts, ballets, jazz festivals, theater offerings and numerous special events. They have traveled with choirs and other student groups to Germany, Australia, Russia, Cancun and New York City.

THE LEGACY

As Friends University’s longest-serving president and the longest actively serving Kansas independent-college president, Biff has experienced a successful 20-year tenure.

He has overseen unprecedented development of the campus, raised more than \$100 million in investments and capital improvements, more than doubled enrollment and faculty, and is recognized for turning the institution around both financially and operationally.

“The successes we enjoy have been a team effort from day one,” Biff said. “With the help of a talented staff and faculty and an active, supportive board, we have made significant progress in advancing the mission of Friends University.”

Several pivotal moments stand out, but perhaps the most significant is found in the joy of a president

and his wife embracing the Friends University family. They wrapped us in the warmth of their confidence. They led the way, and invited us to follow them for the journey of a lifetime. The Greens have prepared Friends University to perform its mission for generations to come.

“A key hallmark of our University’s successes is the belief in providing service to others,” Biff said. “Serving Friends University for 20 years has been a great personal honor and a journey Binnie and I have enjoyed immensely. Thank you for your friendship and fellowship.”



PHOTO BY STEVE RASMUSSEN



FEB. 12, 2011

The Green family celebrates Biff’s induction into the Athletic Hall of Fame for 20 years of dedication and commitment to student athletes. Left to right: Braeden, Biff, Binnie, Rob, Heather, Tim and Jenny.



MAY 2011

Biff encourages graduates at four Friends University Commencement ceremonies to reshape and redirect the future of the nation, but to take it easy also.



MAY 14, 2011

Friends University honors Biff and Binnie with a retirement documentary video and presentations. Biff thanks his executive assistant of nearly 16 years, Nancy Graf, for her dedicated and untiring support.