BYU
PATHWAY
WORLDWIDE

FOUNDATIONAL DOCUMENTS
BYU-Pathway Worldwide was founded and is supported and guided by The Church of Jesus Christ of Latter-day Saints.

**MISSION STATEMENT**

**BYU-Pathway Worldwide**

BYU-Pathway Worldwide is designed to provide access to higher education wherever the Church is organized. BYU-Pathway starts by preparing students through life-skills development and English-language learning. It also provides access to appropriate certificate and degree programs by coordinating and leveraging curriculum from across the Church Educational System.

The organization does this by:

1. Helping students get the gospel down into their hearts,
2. Helping them become capable learners, and
3. Preparing them to lead and support families.

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Announcement of
BYU-Pathway Worldwide

DIETER F. UCHTDORF
Second Counselor, First Presidency,
The Church of Jesus Christ of Latter-day Saints
February 7, 2017

Good morning and thank you for being with us on this beautiful winter day. This is a very special day for the Church Educational System, and a day of hope and joy for many of our young people worldwide who are seeking to educate themselves and to prepare for a successful livelihood.

I’m here representing the First Presidency of The Church of Jesus Christ of Latter-day Saints and the Church Board of Education. I’m grateful to be joined by Elder Dallin H. Oaks of the Quorum of the Twelve Apostles and chairman of the Executive Committee of the Church, as well as Elder Kim B. Clark, General Authority Seventy and Church Commissioner of Education.

The First Presidency and the Church Board of Education announces today the creation of a new Church-wide higher education online organization to be called BYU-Pathway Worldwide. Let me repeat, BYU-Pathway Worldwide. This organization will have responsibility for all online certificates and degree programs offered within the Church Educational System.

With 37,000 students currently enrolled in these programs, it is a marvelous and great program. And that number will continue to grow and expand in the coming years.

The beginning of BYU-Pathway Worldwide lies in the development of the Pathway program at BYU-Idaho. Pathway was created to make college educational opportunities available to those who otherwise would not have them. Pathway is a bridge into the world of online college education and a pathway to opportunities for a successful livelihood. The program combines online learning with religious education in local institutes or meetinghouses and in an environment of faith grounded in the gospel of Jesus Christ. As a result, Pathway inspires increased hope and faith in the Lord and opens up new opportunities in higher education to learn by study and by faith.

In 2009, the BYU-Idaho Board of Trustees approved Pathway, which began with three pilot sites. It now has more than 500 sites in 50 countries. 57,000 students have been served since Pathway’s beginnings in 2009. Pathway has been able to grow because of the huge and wonderful existing organization and resources of the Church all over the world. The guidance and direction of local leaders and the consecrated service of local members has also been an essential part of its growth.

Pathway was kind of a hidden treasure within the Church Educational System during the past years. We feel that now is the right time to give increased focus and direction to Pathway and online higher education in the Church. Like the beautiful amaryllis planted during wintertime, Pathway will grow and bloom worldwide.

After prayerful consideration, the Church Board of Education has selected Dr. Clark G. Gilbert to lead BYU-Pathway Worldwide. That’s why he’s here with his wonderful wife, Christine, and six of his eight children. As you know, Dr. Gilbert currently serves as president of BYU-Idaho, so consequently later this afternoon at their regular devotional, an announcement will be made at BYU-Idaho to name their next president. The First Presidency has asked Elder Dallin H. Oaks, Chairman of the Executive Committee of the Church Board of Education to make this announcement this afternoon in Rexburg.

Dr. Clark G. Gilbert has outstanding ability and preparation to serve as president of BYU-Pathway Worldwide. For a long time, he has been deeply committed to and involved in opening opportunities through personal mentoring for young people who may have felt education was out of their reach. He chose to leave a faculty position at Harvard Business School in 2006 to take a place in the area of student services at BYU-Idaho. In that role, he was instrumental in developing the Heber J. Grant Program, which helped individuals gain access to education, develop new skills, have greater faith, and rise to their potential. He later became an associate academic vice president within BYU-Idaho where he led the team that created Pathway. So he’s kind of the father of Pathway.

In 2009, he was appointed to serve as CEO of the newly formed Deseret Digital Media organization. The following year he was also named the president of Deseret News. His experiences at Deseret News and Deseret Digital Media immersed him in the rapidly changing world of social media and communication technology that are transforming how we share and receive information today. That experience enhanced his skill and capacity to build successful organizations.

In the two years since his appointment as president of BYU-Idaho in 2015, President Gilbert has accomplished more than many could have imagined. I was privileged to be there as a member of the First Presidency to install him two-and-a-half years ago, it was a wonderful day with his great family.

BYU-Idaho, its campus, and its online programs have been significantly strengthened under President Gilbert’s leadership. President Gilbert is perfectly prepared to take the responsibility for this important new position within the Church Educational System. In this new assignment he will be able to use his many talents, including his lifelong commitment to strengthening people, his deep engagement with technology and education, and his skill in creating new organizations as an innovative leader and entrepreneur.

We gratefully acknowledge the exceptional service of Sister Christine Gilbert, along with their eight children. The Gilbert family’s love and example of goodness have been a tremendous influence upon the campus community and the students at BYU-Idaho. And we are confident that their positive influence will continue in this very new and very important environment.

This is a wonderful day for the worldwide Church Educational System. It is a day of hope and joy for many of our young people worldwide to see there is a new opportunity for them to go on this path of higher education. Thank you so much for being with us today for this historic moment.
**Obedience to Prophetic & Inspired Direction**
We are guided by prophetic direction from the leaders of The Church of Jesus Christ of Latter-day Saints. Moreover, each of us as BYU-Pathway Worldwide employees actively seeks and acts upon inspiration through the Spirit in our individual work to bless God’s children through higher education.

**Faith & Optimism for the Unknown**
Being part of a pioneering Church educational institution brings excitement and growth, and with growth comes change. At BYU-Pathway, we work on the frontier by embracing change with open hearts and willing minds.

**Personal Sacrifice & Dedication**
Since the announcement of BYU-Pathway Worldwide, employees have packed up, left homes and communities, and moved their families to support the growth of the organization. This continues the pattern of dedicating our time and talents to improving lives around the world.

**Humility & Frugality**
BYU-Pathway was born out of BYU-Idaho, an institution that through humility and frugality strives to serve “as many students as possible within resource constraints.” Likewise, we strive to be stewards of consecrated resources, offering up our talents with meekness. It is in this spirit that we work to do more with less and to take correction when needed. In doing so, the Lord magnifies our abilities.

**Collaboration**
At BYU-Pathway, we work across boundaries both internally and externally. This requires us to counsel with our colleagues and leaders. We believe that accomplishing the work includes acting with respect, deference, and a spirit of teamwork and camaraderie.

**Concern for the One**
Working for BYU-Pathway is not just a job — it’s a belief in a cause that matters. We are passionate about the success of each student. By “thinking like our users” and focusing on their needs, we find ways to support and lift students no matter their economic, cultural, and personal circumstances.

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**DEFINING CHARACTERISTICS of BYU-PATHWAY WORLDWIDE**
*Developing a Pioneer’s Heart*

February 7, 2017, will forever be imprinted in our history. Not only is this the date that BYU-Pathway Worldwide was announced; it is also the date that all full-time Pathway employees were asked to leave Rexburg for Salt Lake City, where the new organization would be established.

Like our pioneering forebears in the Church who left behind homes and communities they cherished to follow a greater cause, the employees of BYU-Pathway — both current and future — make sacrifices to offer higher education to Church members throughout the world. Each of our sacrifices are individual, personal, and unique. And it’s in these offerings that BYU-Pathway employees embrace the Pioneer’s Heart as they dedicate themselves to building the kingdom of God.

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**BYU-PATHWAY STRATEGY**

- **Serve the “Hidden Many”**
- **Operate wherever the Church is organized**
- **Affordable**
- **Scalable**
- **Focused on Access**
- **Focused on Completion**
- **Embedded in the Church**

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"HANDCART PIONEERS" MINERVA TIECHERT

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The Distinctive Strategy of BYU-Pathway Worldwide

While BYU-Pathway Worldwide has a similar mission to other Church Educational System institutions, it has a distinctive strategy focused around serving the “hidden many” and operating wherever the Church is organized.

MISSION & STRATEGY
The mission of BYU-Pathway Worldwide is to “develop disciples of Jesus Christ who are leaders in their homes, the Church, and their communities.” This mission is similar across all the institutions in the Church Educational System (CES). The Church of Jesus Christ of Latter-day Saints makes a significant investment in higher education because of the role faith-based higher education plays in developing disciples of the Savior who can provide service and leadership to others and to the Church itself.

CHARACTERISTICS OF BYU-PATHWAY’S UNIQUE STUDENT POPULATION AND FIELD OF FOCUS
Let’s look at the characteristics of both of the above strategic decisions that BYU-Pathway has made about which students it will serve and where it will serve them.

First, serving the hidden many means that BYU-Pathway primarily focuses on serving students who do not have access to a traditional education. Internal Church research suggests that in the United States, over 55% of the adult Church population does not have a college degree. Internationally, that figure likely exceeds 80%. Therefore, BYU-Pathway is not trying to substitute for a traditional university, but rather reach people who are not being served or served well by traditional universities. As Elder Kim B. Clark, former Commissioner of the Church Educational System, has described:

“The Lord has put BYU-Pathway on the earth to open up those opportunities for our brothers and sisters who have been educationally invisible for a long time. Many of them fear they cannot do the work of higher education. Many of them see the cost of education as a huge barrier. Many of them have been told all of their lives that education and learning is not for them. Many of them have believed that false doctrine, until now.”

BYU-Pathway Worldwide has different admission requirements than traditional campuses. By completing BYU-Pathway’s foundational PathwayConnect courses with a 3.0 GPA or higher, students can circumvent traditional admission requirements of a high school transcript, an ACT exam, or a TOEFL score. And, while there are many first-generation and lower-income students on traditional campuses, BYU-Pathway students tend to predominantly come from these backgrounds. Moreover, the majority of BYU-Pathway students are from non-U.S. countries and reflect the needs and challenges of their cultures. BYU-Pathway students are also much older than traditional campus populations, with an average age of 34. As adult learners, most BYU-Pathway students work full time, and a much higher percentage are married and have children than student populations on traditional campuses.

Second, because the organization operates everywhere the Church is organized, everything that a student needs to succeed in their studies can be accessed online. Students cannot walk into an administration building to get help with financial aid, course registration, advising, or other services. Operating in more than 150 countries also means operating in every time zone. A traditional 8:00 a.m. to 5:00 p.m. (Mountain Time) office hour schedule does not work for students in Europe, Africa, Asia, the Pacific, or the Philippines. Similarly, programs and offerings must work across cultural contexts. From curriculum, to student support, to field support, the decision to operate everywhere the Church is organized shapes choices across the entire organization.

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While all CES institutions share a similar mission, each has a different strategy with individual areas of emphasis. BYU’s flagship role includes research and graduate programs, as well as an ambassadorial function that is distinct from other CES schools. BYU-Idaho has a disciplined teaching emphasis focused on undergraduate bachelor’s-focused education. BYU-Hawaii has a geographic focus on Asia and the Pacific. And Ensign College has developed its own curriculum that is decidedly applied and job-ready. Each of these unique roles helps them add to the overall strength of the Church education portfolio.

One of the defining elements of an effective strategy is how it helps an organization make difficult choices and navigate trade-offs that lead to distinctive contributions. Strategy-driven organizations cannot be all things to all people. Organizations that are built to create differentiated value will always have the will to make strategic choices that support their underlying mission.

Organizational scholar Michael Porter said the following about the role of choice in developing strategy:

“Strategy is about making choices, trade-offs, it’s about deliberately choosing to be different.”

— Michael Porter, Competitive Strategy.

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DOWNSTREAM CHOICES AND SUPPORTING ACTIVITY SYSTEMS

The characteristics of the hidden many and the need to operate everywhere the Church is organized signal not only a different focus for BYU-Pathway, but also a need to develop its own capabilities relative to traditional campuses. Therefore we must look at how BYU-Pathway’s anchor choices shape downstream (subsequent) decisions and activities that further differentiate the strategy of BYU-Pathway. For example, if BYU-Pathway is going to serve the hidden many, it needs to be:

- Affordable
- Applied
- Focused on access
- Focused on completion

Likewise, if it is going to operate everywhere the Church is organized, it also needs to be:

- Scalable
- Embedded in the Church

Let’s look at each of the downstream decisions and activities and how they lead to distinctive capabilities and practices across BYU-Pathway.

Affordable

One of the most common reasons Church members do not pursue a degree is affordability. By offering a limited number of programs online, using part-time adjunct instructors, focusing on operational efficiencies, and leveraging existing Church resources, BYU-Pathway has been able to provide an education that is less than half the price of most community colleges in the United States. By using international instructors, BYU-Pathway can match the variable cost of serving international students to the variable tuition price.

The cost structure of BYU-Pathway needs to be affordable to the Church. There were more than 50,000 students enrolled in BYU-Pathway in 2020. Those enrollment numbers will continue to grow, so it is critical that BYU-Pathway’s funding requirements are sustainable to the Church and affordable to students. There is a difference between being low cost and low priced. BYU-Pathway is designed to be low cost to the Church and low priced to the students. To keep subsidies from the Church low in the future and tuition affordable for students, BYU-Pathway will have to rely on a backbone of reliable technology platforms and employees who continually seek ways to lower costs. This will help control both variable and fixed costs. Finding ways to provide an affordable education that is dramatically lower in cost than a traditional campus-based education is a fundamental design component of BYU-Pathway’s strategy.

One of the design elements of the certificate-first curriculum is that students can improve employment through a certificate, which takes about one year to complete. Much of BYU-Pathway’s future success will be measured by the percentage of its students who advance from PathwayConnect, earn certificates and degrees, and find stable, well-paying careers.

Scalable

BYU-Pathway’s certificate-first curriculum not only gives these students an early win, but it teaches students the relevance and career benefits of learning a marketable skill. Note, a certificate-first approach to education is not anti-GE. It simply resequences it, putting a job skill up front, which, in the process, dramatically increases retention. This is why BYU-Pathway has much higher completion rates relative to traditional universities serving similar risk profiles.

BYU-Pathway is making further investments in mentoring, risk analytics, missionary and instructor support, and curriculum innovations that support higher matriculation and completion rates. We often say at BYU-Pathway that “Everyone is responsible for retention.”

Focused on access

BYU-Pathway focuses on helping students overcome the obstacles that keep the hidden many from pursuing higher education. As mentioned earlier, one of those constraints is the inability to pay tuition. Internal research indicates two additional constraints: far and access. Many students doubt their ability to succeed at the university level. In focus groups with prospective students, researchers shared statements from Church leaders about the importance of education. For example, President Russell M. Nelson has said that “education is a religious responsibility” and Elder Dieter F. Uchtdorf has said: “For members of the Church, education is not merely a good idea — it’s a commandment.”

Most of the hidden many believe these statements, but they may not believe the statements apply to them personally. They also may doubt their ability to succeed in their educational pursuits. BYU-Pathway helps students remove their fear of failure by making it easy to enroll and by giving students the skills and confidence they need to succeed. By having an open admission process (no ACT, no high school transcript), simple enrollment applications, and an earned admission route to online certificates and degrees (by earning a B average in PathwayConnect), many more students are willing to wade into higher education.

The PathwayConnect curriculum is designed to build grit and spiritual confidence by teaching life skills, career skills, and study skills, all in the framework of seeking divine help in academic pursuits. In fact, among the fundamental components of PathwayConnect is that it teaches students about their divine potential and how to learn by the Holy Ghost, who is the teacher of all truth.”

Focused on completion

Access is not the same as completion. The Pell Institute at the University of Pennsylvania has found that less than 15% of students from the bottom-income quartile complete their degrees in six years. While this reflects the higher risk of first-generation and lower-income college students, it is also an indictment of traditional higher education.

Part of the challenge for these at-risk populations is that traditional educational systems were not designed to meet their unique needs. Take the impact of general education (GE) courses. Most first-generation and lower-income students drop out during their freshman year. The most common reason for this is that they often don’t understand the purpose of GE courses, so they choose to quit school rather than spend money on education that appears to have no applicability to improving their earning potential.

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Focused on achievement

If BYU-Pathway is going to operate everywhere the Church is organized, it must be designed to operate at a scale that goes well beyond even the largest campuses in traditional higher education. This will require simple IT systems that eliminate manual processes and human intervention. Online courses and self-serve support tools are designed to allow BYU-Pathway’s enrollment to continually grow, without the need for linear expansion of resources or staffing.
Another important aspect of scalability is degree programs that work without needing to be customized in each country. In his Inaugural Response, President Clark G. Gilbert noted that “counsel from the Church Board of Education suggested that BYU-Pathway will help...jump-start [a student’s educational] path, but it won’t pave every possible road. ...” This means, at least in part, that BYU-Pathway would be cautious in offering degrees that require country-specific licensing or local practicums. In the same address, President Gilbert further noted that BYU-Pathway’s degree programs must meet the following criteria related to scalability: 1) high employability; 2) high student demand; 3) consistent degree structure including credit requirements and stackable, standard degrees; and 4) consistent online course design.

Several examples demonstrate how the decision to be scalable shapes almost every other downstream activity in the organization. For example, not only are the scholarships at BYU-Pathway designed to increase access and completion, they must also be scalable in ways that don’t require a large and expensive financial aid office. In advising, rather than each student needing expensive customized academic support, the curriculum has been designed in simplified, modular components that are intuitive to the student and can generally be supported through online degree-planning tools that students can access any time of day.

Embedded in the Church

BYU-Pathway leverages the existing systems and resources of the Church, serving as an end-to-end ministering tool for local ecclesiastical leaders and as a partner to other Church organizations, including Welfare and Self-Reliance, Seminaries and Institutes, and the Missionary Department. BYU-Pathway cannot accomplish its work without the support and engagement of Church communication and priesthood channels.

BYU-Pathway must also facilitate spiritual outcomes, in addition to temporal outcomes. BYU-Pathway is designed to support local priesthood priorities. When leaders understand this they will pull or ask for BYU-Pathway to help them achieve their priorities, rather than having BYU-Pathway pushing its educational offerings. In effect, BYU-Pathway should be an instrument to help bring to pass the prophecy, “That in the dispensation of the fulness of times God might gather together in one all things in Christ.”

What’s more, Church members must become familiar with BYU-Pathway throughout the world. This will happen as BYU-Pathway increases its communication efforts and leaders increasingly understand and recommend BYU-Pathway. Moreover, awareness of the program will also increase as more students complete certificates and degrees that lead to well-paying jobs.

CONCLUSION

BYU-Pathway has a distinctive strategy and it must have the discipline to reinforce that strategy. In focusing on the hidden many, BYU-Pathway needs to make decisions that are affordable, applied, focused on access and on completion. In operating everywhere the Church is organized, BYU-Pathway systems must be scalable and embedded in the Church.

Speaking at a special broadcast, Elder Jeffrey R. Holland said the following about BYU-Pathway: “[W]e’re part of a monumental moment in Church education in The Church of Jesus Christ of Latter-day Saints. This is one of those pivotal marks in our history that we won’t fully understand until we look back at it years and maybe decades from now.” Part of what makes this moment unique is not that the mission of BYU-Pathway has undergone significant change. Rather, it is the strategy of BYU-Pathway that is unparalleled in the history of these efforts. By focusing on the hidden many everywhere the Church is organized, we are seeing a fundamental shift in the way CES impacts ministering, missionary work, and other aspects of the Church. This is leading not only to unprecedented growth in CES enrollment, but it is simultaneously moving CES into the center of the Church.

As President Nelson taught: “Pathway is for the kingdom.” In the end, BYU-Pathway’s distinctive strategy presents a vehicle to carry the mission of developing disciple leaders to the entire Church and build the kingdom in preparation for the return of the Savior.
“Know Ye Not That Ye are the Temple of God?”

CLARK G. GILBERT
President of BYU-Pathway Worldwide
BYU-Pathway Worldwide Inauguration - November 16, 2017

CONSTRUCTING TEMPLES OF THE LORD

Tonight I would like to talk about temples of learning. The temple, a house of learning, is perhaps the greatest symbol of our faith. And it is there that we can “receive a fulness of the Holy Ghost.” In our home, Christine and I have prominently displayed two treasured images of the temple. The first is a large canvas print of the Rexburg Idaho Temple just after its completion. It stands as a beacon on the hill, shining with almost celestial radiance. The second image is much more modest, but its message is equally important to our family. It is a woodcut block that fits in my hand and shows the same temple under construction. You can see its true form emerging, but it has not yet achieved its divine purpose and potential.

At BYU-Pathway Worldwide, we are constructing temples of learning — both in the lives of our students and in the organization that serves those students. From the young man in Puebla who traveled hours for the first PathwayConnect gathering in Mexico City, to the single mother in Utah forced into a situation she never planned, to the father in West Africa seeking to provide for his family, to the returned missionary in Boston who never thought college was a possibility — BYU-Pathway students are constructing temples of learning in their own lives. Likewise, all those who work with BYU-Pathway Worldwide are building temples of learning in the very creation of this new organization. This is a photograph of Pathway employees in Rexburg as they watched a live stream of the First Presidency announcing the creation of BYU-Pathway Worldwide. Without prior notice, nearly 50 families were informed not only that they would be part of this new organization, but also that they would be asked to relocate their families to the creation of BYU-Pathway Worldwide saying it would enable local gathering and religious instruction across the world. Each of these pre-conditions were known to the Lord before the creation of Pathway and were called upon in their needed time and season. Like Karl G. Maeser, the first president of Brigham Young University who once foresaw temples of learning on the campus hill, we too can see new temples of learning that have already been prepared in centers of strength across the Church.

I love the painting by Ken Baxter entitled “Embarkation of the Saints.” It’s a reminder to me that these early converts to the Church were poor, largely uneducated immigrants. And yet this same people would establish a pattern of making individual commitments to frontier academies and great universities. But our focus on education isn’t rooted in a cultural norm or historical precedent, it isn’t rooted in the hope for financial security, or even a desire for intellectual edification. To disciples of Jesus Christ, education is part of the path to conversion and the resultant call to reach for our divine potential. President Henry B. Eyring has taught that “[c]onversion brings a drive to learn.” In this sense, education reflects our efforts to become perfected in Christ.

WHY IS THE CHURCH SO COMMITTED TO EDUCATION?

WHY BYU-PATHWAY WORLDWIDE?

Overcoming Constraints to Education

Before launching the original Pathway program in 2009, we studied members of the Church who were not attending or completing college. We shared with them prophetic statements about the importance of education, which were universally well received. So why were they not pursuing education? The top reasons were cost, fear, and access. PathwayConnect was then designed to address these constraints. The burden of cost is mitigated through what remains a remarkably affordable educational program. The fear of failure is addressed through a curriculum that is designed to build spiritual and academic confidence. The lack of access is lessened as students learn online and at local gatherings around the world.

A Long-Standing Vision to Reach Beyond the Existing Campuses

Our leaders saw a need to reach beyond the physical campuses of our Church universities well before the creation of BYU-Pathway Worldwide. President Henry B. Eyring stated in his 1971 inaugural response at Ricks College: “We must also find ways for this college to serve young people … who may not be able to come to this campus.” This theme was revisited in Elder David A. Bednar’s 1998 Ricks College inaugural response and again in Elder Kim B. Clark’s 2005 Brigham Young University-Idaho inaugural response. But the initiatives of the Lord “move in their times and their seasons,” and it wasn’t until 2009 that the first Pathway sites were launched. The program would take advantage of an emerging online capability at BYU-Idaho. It would also leverage the infrastructure of the institute program to enable local gathering and religious instruction across the world. Each of these pre-conditions were known to the Lord long before the creation of Pathway and were called upon in their needed time and season. Like Karl G. Maeser, the first president of Brigham Young University who once foresaw temples of learning on the campus hill, we too can see new temples of learning that have already been prepared in centers of strength across the Church.

Today’s Challenges Cannot be Solved with Yesterday’s Tools

As the Pathway and online degree programs expanded, the number of students who never came to the campus at BYU-Idaho eventually exceeded the number who did. At my own BYU-Idaho inauguration just two years ago, President Dieter F. Uchtdorf stated that “today’s challenges cannot be solved with yesterday’s tools.” Two years later, he announced the creation of BYU-Pathway Worldwide saying it would have the responsibility to coordinate all online certificate and degree programs in the Church Educational System. Subsequent counsel from the Church Board of Education suggested that because BYU-Pathway needed to operate wherever the Church is organized, its focus would be on access and not the broader resources that come with a full-service university. In other words, while education remains a religious priority, it is also a personal responsibility. The Church will help you jump-start your path, but it won’t pave every possible road on your journey.
Working with Partner Institutions

Pathway injects an understanding of remote online-degree certificates. BYU-Idaho President Henry J. Eyring described it is not by accident that BYU-Pathway Worldwide would grow out of BYU-Idaho, with its student focus and modest beginnings. It is not by accident that it would come from BYU-Idaho, with its student focus and modest beginnings. It is not by accident that it would come from BYU-Idaho, with its student focus and modest beginnings.

President Henry B. Eyring has stated that “every innovation, every change, will be measured against this test of the heart. How would this proposed change build testimony and true conversion to the restored gospel of Jesus Christ in the heart of a student?” BYU-Pathway is not just about earning a degree or finding a job. Our focus is grounded in the fundamental work of building disciples of Jesus Christ.

To help students become capable learners, we seek for what Elder Clark has called deep learning, where students lift and build others that is the essence of BYU-Pathway.

Learning to lift others is part of preparing students to lead and support families. And while this certainly includes the principles of spiritual and temporal self-reliance, President Henry B. Eyring also foresaw the emergence of “natural leaders” who would become “legendary for their capacity to build the people around them and to add value wherever they serve.” Look closely at these images of BYU-Pathway students teaching and building one another. It is precisely this form of natural leadership that will prepare them to lead and support families and to serve in the Church. And it is this capacity to lift and build others that is the essence of BYU-Pathway.

Closing

In closing, I reiterate our commitment to the students of BYU-Pathway Worldwide. Please know of our love for you and our admiration for your courage, determination, and faith. I promise you that as you turn to the Lord and seek the Holy Ghost in your life, you will be blessed in ways you can’t imagine. To our partners, we pledge to continue to work together to meet the needs of online students around the world. To the Board, know of our commitment to stay within the boundaries of an educational offering that must work wherever the Church is organized. We will seek ongoing guidance and counsel as this new temple of learning continues to take shape. In Longfellow’s words to the Builders:

Let us do our work as well,
Both the unseen and the seen,
Make the house, where Gods may dwell,
Beautiful, entire, and clean.

May we realize we are building temples of learning in our own lives and in the kingdom. I share my testimony and my love for the Savior Jesus Christ. I know this is His work. In the name of Jesus Christ, Amen.

LEVEL OF FOCUS

So what does this mean? A focus on access means our core emphasis will always be on the first-year PathwayConnect program and its role in building hope and confidence. Our secondary emphasis will remain on highly relevant gateway certificates. BYU-Idaho and BYU-Pathway Worldwide.

BYU-Pathway will also work closely with LDS Business College in creating a flagship Pathway site in Salt Lake City as a hub of educational innovation for job skills and career preparation. We will continue to coordinate across the Church Educational System, Self-Reliance Services, and the missionary department as we construct this temple of learning. Only in The Church of Jesus Christ of Latter-day Saints could so many resources work in such remarkable harmony.

Our Deeper Purposes

The creation of a temple, no matter how beautiful its structure, must still achieve its deeper purposes in Christ. For BYU-Pathway Worldwide this includes efforts to:

1. Get the gospel down into students’ hearts,
2. Help students become capable learners, and
3. Prepare students to lead and support families

Learning to lift others is part of preparing students to lead and support families. And while this certainly includes the principles of spiritual and temporal self-reliance, President Henry B. Eyring also foresaw the emergence of “natural leaders” who would become “legendary for their capacity to build the people around them and to add value wherever they serve.”

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ii. Doctrine & Covenants 109:15
iii. 1 Corinthians 3:16
iv. Doctrine & Covenants 115:14-15
xi. Doctrine and Covenants 88:42, 73
“BYU-Pathway Worldwide: A School in Zion”

KIM B. CLARK
Commissioner, Church Educational System
BYU-Pathway President’s Dinner - October 11, 2018

It is a privilege and a blessing to share a few remarks with you tonight. I begin with two stories about the beginnings of what is now BYU-Pathway Worldwide.

The first took place in Mesa, Arizona, one of the first three PathwayConnect sites. After the program had been running for a year or so, the missionaries at the site declared, “This program will never work. There is little interest in it, and the priesthood leaders don’t support it.” And in fact, the priesthood leaders did not support it because they saw little need for it. There seemed to be many opportunities for education of their young people right there in the valley and of course there was BYU.

Now, hold that thought as I tell you the second story. This one I experienced personally. It took place in Washington, DC, a couple of years later. One of the Area Seventies there said to me, “We don’t need Pathway here. We have a great scholarship program with Southern Virginia University that works fine.” I asked him, “How many students are involved in that program?” His answer: about 25. I then asked, “Do you have any young adults in your area who are struggling in their lives, who are not making progress.” He said, “Oh yes, there are thousands of them.” My response: Pathway is for them. He looked at me in surprise, and said, “Oh, I didn’t see it that way.”

In both of these cases and in many others we encountered in the early days, the people we sought to reach with Pathway were simply invisible to the leaders, at least as far as higher education was concerned. We were after those who had never been to college, or who had been but were no longer attending. Many, many of them were struggling in their lives both spiritually and temporally.

One of the wonderful things BYU-Pathway has done is to open the opportunity for education to those who have been invisible; who believed that education, especially a Church education, was for someone else, not for them; who had little hope for a better future.

Brothers and sisters, we live in a day of miracles, when our Heavenly Father and His Son, the Lord Jesus Christ are moving with power in the earth to build up the Kingdom of God and establish Zion in preparation for the Second Coming of Jesus Christ. I believe BYU-Pathway is one of those miracles. It has a role to play in strengthening the Kingdom of God and establishing Zion.

In 1832, in Independence, Missouri, the Lord gave the Prophet Joseph the following revelation. As I read this, please keep in mind what happened in Mesa and Washington, DC:

For Zion must increase in beauty, and in holiness; her borders must be enlarged; her stakes must be strengthened; yea, verily I say unto you, Zion must arise and put on her beautiful garments.

Therefore, I give unto you this commandment, that ye bind yourselves by this covenant . . . And you are to be equal, or in other words, you are to have equal claims on the properties, for the benefit of managing the concerns of your stewardships, every man according to his wants and his needs, inasmuch as his wants are just—

And all this for the benefit of the church of the living God, that every man may improve upon his talent, that every man may gain other talents, yea, even an hundred fold, to be cast into the Lord’s storehouse, to become the common property of the whole church—

Every man seeking the interest of his neighbor, and doing all things with an eye single to the glory of God.

This is the spirit and power of the law of consecration. It is essential in establishing Zion, where there are no poor — in spirit, in opportunity, in necessities of life — among us.”

What the Lord describes in these verses stands in sharp contrast to this scene from the Book of Mormon:

But it came to pass in the twenty and ninth year there began to be some disputings among the people; and some were lifted up unto pride and boastings because of their exceedingly great riches, yea, even unto great persecutions; For there were many merchants in the land, and also many lawyers, and many officers.

And the people began to be distinguished by ranks, according to their riches and their chances for learning; yea, some were ignorant because of their poverty, and others did receive great learning because of their riches.”
Like that time in the land of the Nephites, we live in a world society in which there is great inequality in opportunities to learn. Even in a country as developed and wealthy as the United States of America, 40 percent of people age 18-30 have a high school education or less, and almost 20 percent have some college, but left without getting any kind of degree. This is a time when education beyond high school and the acquisition of valuable skills developed through higher education are more important than ever. Those with a high school education or less, or who have started but not finished a program of higher education, face a large gap in opportunities for productive work and income. We know from our experience with BYU-Pathway and the studies of many others that much of this gap has its roots in the absence of access to, and opportunity for, learning.

The Lord has put BYU-Pathway on the earth to open up those opportunities for our brothers and sisters who have been educationally invisible for a long time. Many of them fear they cannot do the work of higher education. Many of them see the cost of education as a huge barrier. Many of them have been told all of their lives that education and learning is not for them. Many of them have believed that false doctrine, until now.

Along with all of the institutions of the Church Educational System, BYU-Pathway is here so that those who choose to participate will find new hope for the future. If they choose to enroll and work hard they will improve upon their God-given talents, and gain other talents, even an hundred fold. BYU-Pathway has come in this time so that our brothers and sisters can strengthen themselves and their families, and contribute in a more powerful way to the building up of the Kingdom of God and the establishment of Zion. And all this, so that Zion may grow in beauty and holiness, her stakes strengthened and her people prepared for the Second Coming of the Lord.

President Russell M. Nelson has made it clear that to prepare for the Lord all of us come in this time so that our brothers and sisters can strengthen themselves and Pathway is here so that those who choose to participate will find new hope for the future. If they choose to enroll and work hard they will improve upon their God-given talents, and gain other talents, even an hundred fold. BYU-Pathway has come in this time so that our brothers and sisters can strengthen themselves and their families, and contribute in a more powerful way to the building up of the Kingdom of God and the establishment of Zion. And all this, so that Zion may grow in beauty and holiness, her stakes strengthened and her people prepared for the Second Coming of the Lord.

Let me describe what happens to these good people when they fully engage in the weekly gatherings, the online courses, and the religious education classes in Pathway.

First, the Gospel goes down deeper into their hearts.

• They exercise greater faith in Jesus Christ and have greater hope in Him. They see the opportunity and they feel that wonderful hope that the Savior gives us. But they have to act on that faith and that hope.

• PathwayConnect and the certificate programs are real school and they can be hard. The students have to overcome their fears, and they have to develop new understanding and new skills. They have to study! And they have to sustain all of that over many, many months, even years. They see that they cannot realize their hopes without prayer and without the Lord’s blessings. The Atonement of Jesus Christ becomes immediate and real in their daily lives.

• They are immersed in the scriptures, in the Gospel of Jesus Christ, and in the Spirit of the Lord. This is a central part of PathwayConnect.

• I believe one of the most important things that happens to our students is the gratitude that wells up in them as they experience the Lord’s love. For them, PathwayConnect is an expression of the love of Jesus Christ for them. They go to Church and partake of the sacrament with renewed love for Him, and gratitude for His blessings.

Second, they learn how to learn deeply; they become lifelong learners.

• The courses are well designed and full of useful knowledge to be sure, but there is more in the design than the knowledge in the courses. The model of learning that underlies BYU-Pathway calls for the students to take responsibility for their learning and to take action. They learn how to learn deeply: to gain knowledge, to take effective righteous action, and with the Lord’s help to become more and more like Him.

• The students grow in confidence — confidence in the Lord, and confidence that with His help they can do hard things. They grow in diligence, and capacity for hard work. They grow in humility in their reliance on the Lord. They develop their talents, and new skills that have value in work, in their communities and in their families.

• I believe one of the most important things they learn is the power of unity of heart and mind. The Thursday-night gatherings are remarkable experiences. Students bond together, learn to help each other succeed, and learn how to love and appreciate one another. Every week they see the power of the Lord’s promise: “…where two or three are gathered together in my name, there I am in the midst of them.”

Third, Pathway students strengthen their capacity to lead and support their families.

• Of course, everything I have noted so far will help students find better jobs to support their families. But Pathway is also a powerful leadership development experience. Students learn how to establish a vision for their lives and their families, how to set goals, how to plan, and how to carry out their plans. The students learn how to teach, and how to engage others in learning together.

• All of these experiences will help them lead their families. But there is one thing more I want to emphasize. Their very participation in the program, their very diligence in carrying it through, their work, their prayers, their righteousness, their seeking the Holy Ghost, all of this sets a powerful example for their families. In this way, the students who truly engage in PathwayConnect, and go on to certificates and degrees, will establish in their homes a house of learning. As the Gospel goes down deep in their hearts, as they learn to learn deeply for a lifetime, and as they strengthen their support of their families in righteousness, God will bless them to lead their families to eternal life, and to prepare the world for the Second Coming of Jesus Christ.

When you think about BYU-Pathway I want you to think about it this way. It is not just another online educational organization. It is a critical part of the Lord’s plan for the
gathering of scattered Israel, for strengthening the stakes of Zion, and for preparing the world for His return. It joins with all the other amazing things the Lord is doing in Church Education, in family history and temple work, in teaching in the Lord’s way, in missionary work, in doctrinal mastery in seminary, in focusing our attention on the ordinance of the sacrament and keeping the sabbath day holy, and many other things. This is the Lord’s holy work, and He is hastening His work.

Let me illustrate the hastening with this fact. When the Pathway program that eventually became BYU-Pathway Worldwide was officially approved by the Church Board of Education in April of 2011, there were 365 students enrolled in 23 sites. In 2018, we have served 42,000 students in 575 sites. Think about that for a moment. In seven years, we have gone from 365 students to 42,000.

I also am happy to tell you that BYU-Pathway is flourishing in Mesa, Arizona, and in Washington, DC. In Mesa, we have over 400 students enrolled this term, and more than 3,400 have been served to date. In Washington, DC, we have almost 1,000 have been served to date.

Now let me put all of this in context for you. Those 42,000 students include young adults 18-30, and older adults over 30. This is a remarkable number of students all across the world. Let’s look at the size of the target group for BYU-Pathway — that is members of the Church who have not had any higher education, and those who have had some but are not currently in school. How big would that group be?

In 1833, during a time of severe persecution, the Lord gave a revelation to the Prophet Joseph Smith, recorded in the 97th section of the Doctrine and Covenants.

Verily I say unto you, concerning the school in Zion, I, the Lord, am well pleased that there should be a school in Zion...

Behold, I say unto you, concerning the school in Zion, I, the Lord, am well pleased that there should be a school in Zion...

In our day the stakes of Zion are the strength of Zion. Zion is everywhere the Lord has established His Church. Brothers and sisters, it is a miracle that we can say today that BYU-Pathway is a school in Zion, wherever Zion is. This scripture captures in a beautiful way the people of BYU-Pathway — the students, the teachers, the missionaries, the developers, the leaders. They are willing to observe their covenants by sacrifice, yea every sacrifice which the Lord commands. I hope it is clear to all of you that the Lord has caused them already, and will continue to cause them to bring forth as a fruitful tree... that yieldeth much precious fruit.

The fruit of BYU-Pathway is manifest in faithful, consecrated, self-reliant individuals and families, creating houses of learning, building up the Kingdom of God and establishing Zion. It is a joy to see the Lord work with such love and power to prepare the world for His Second Coming.

I bear you my witness that our Father in Heaven’s plan is marvelous and perfect. Jesus is the Christ, our glorious, redeeming Lord, whose love never fails, and who has all power to sanctify, bless, strengthen, and lift us up. BYU-Pathway Worldwide is on His errand. I so testify, in the name of Jesus Christ, amen.
Monumental Moments with a Pioneer’s Heart

JEFFREY R. HOLLAND  
Quorum of the Twelve Apostles  
BYU-Pathway Worldwide Employee Development Day - April 15, 2021

I am delighted to have been invited to address you on your annual BYU-Pathway Employee Day. You represent what I referred to in an earlier setting as a “monumental moment” in Church Education. The significance of that moment seems more obvious with every passing day.

Here is a picture of the kind of monument that we sometimes erect to commemorate a significant milestone in the Church’s march into the future. This large piece of art noting the pioneer’s arrival in the Salt Lake Valley is a symbol for the newest convert in the most distant land who has perhaps scarcely heard of Nauvoo or Winter Quarters, or of crossing the Sweetwater River or fighting off the snowy blizzards of Wyoming. Every one of us can still identify with these pioneers and their hardships. There is a sense in which each of us takes our place beside those depicted on this monument as we mark the progress of the Church in this greatest and last of all dispensations.

In your case, the monument is not of wood or stone nor does it reflect an artisan’s craftsmanship, but it is rather a monument of heart and mind, marking the progress of the Church spiritually as well as historically.

Fairness—some sense of “equal access” to educational opportunity—is the issue that makes the monumental moment of such significance for me. This anxiety
That pioneer metaphor is so touching to me because I know what it is like to have to move a few dozen times. And it can’t have been an entirely pleasant experience for our employees, for your spouses, and for the children. Elder Gilbert reminds me that in the offices down at the Triad Center there is a floor-to-ceiling mural of Minerva Teichert’s Shouting Hosanna, depicting a woman who is beckoning others to follow and gather in the valley. Well, we had people shouting hosanna back and forth from Rexburg to Salt Lake for months on end. They came, you came, literally in waves with a “Vanguard Company” that summer followed by a “Winter Quarters” company who came after one more winter in Rexburg.

If you will let me just touch on a couple of elements that might be consistent with the idea of a pioneer’s heart, celebrating this special, even “monumental moment” in Church history.

President Russell M. Nelson himself said, “Pathway is for the kingdom,” and not just for any one campus.” Of course, the proof of the pudding is always in the eating of it, and that is the experience we are having right now with Area Presidencies all over the world. I have supervised in some of the most emerging areas of the Church. I supervised in Africa for 12 years, and I had the Jewish/Muslim Middle Eastern world for over 20 years. It does not matter whether it is frontier country or one already settled and populated with Latter-day Saints, the fact of the matter remains the same. That is for Latter-day Saints, obtaining an education is a religious experience even, if you will, a religious duty. President Russell M. Nelson said:

"From the earliest days of this restored Church, education for Latter-day Saints has been regarded as a religious responsibility. In April 1843, the Prophet Joseph Smith [received direction that] ‘Whatever principle of intelligence we attain unto in this life, it will rise with us in the resurrection. And if a person gains more knowledge and intelligence in this life through his diligence and obedience than another, he will have so much the advantage in the world to come’ [Doctrine and Covenants 130:18–19]."

Now, the fact of the matter is that pioneering in education—or anything else—is not necessarily all that easy. I have remembered since my youth B. H. Roberts’ story of having a pair of shoes that he wanted to be serviceable to him when he got to the valley. Therefore, he walked barefoot most of the journey from Nauvoo and Winter Quarters west to the Salt Lake Valley. Here is an account of a portion of that experience:

“...it was impractical to think of building again what we had with our three BYUs in Provo, Rexburg, and Laie, and our then rather small LDS Business College in Salt Lake City.

He reminded us that the BYU-Pathway’s early cadre of employees were blissfully living life in Rexburg only to hear the announcement—the same day everyone else heard it—that they would all be moving on mass to Salt Lake City. President Gilbert reminds us that we have added some new families since then, making a total of more than 70 families who relocated almost overnight on the basis of that announcement and their faith in God and His prophets. For a while there, the highway between Rexburg and Salt Lake City was strewn with broken axles, abandoned wagon boxes, a pile of old harnesses, and at least a couple of handcarts that said, “Salt Lake or Bust.” And some of them were busted!
searcher for the fruit through prickly pear growths and those who were barefooted suffered immensely from contact with the spines. [Young Brother Roberts] was among those who suffered much. His feet by now, by dint of water, sand and sunheat had become black and hard and cracked, through which cracks sometimes the blood oozed, and now with the addition of prickly pear contact, brought him to camp very often with great feet-suffering. It was [his sister] Polly’s self-imposed tax before nightfall to pick out the spines, . . . the task was difficult; and often accompanied by teardrop upon the smarting foot. Above all things else, this sister was noted for the quality of her tender sympathy and it isn’t every brother’s feet that were moistened by the tears of a fond sister.”

We love to tell these kinds of stories as long as we don’t have to live them. But you are living your version of it today, and you are proud of it. So you are living your version of it today. And that is a wonderful advantage. We love to tell these kinds of stories as long as we don’t have to live them.

Some of the elements of the pioneer heart that have been built into your foundational documents include but are not limited to these:

1. Obedience to prophetic, inspired direction
2. Faith and optimism toward the unknown
3. Personal sacrifice and dedication
4. Humility and frugality
5. Collaboration
6. Concern for the one

Of these six elements of the pioneer heart that have been built into your foundational documents include but are not limited to these:

1) Obedience to prophetic, inspired direction
2) Faith and optimism toward the unknown
3) Personal sacrifice and dedication
4) Humility and frugality
5) Collaboration
6) Concern for the one

The second element is “faith and optimism toward the unknown.” We will always need faith and optimism for the unfolding of the full possibilities made available through BYU-Pathway. But you are still among the first of the first, and there is not much of a trail out there ahead of you. So you must blaze on. In B. H. Roberts’ language, most of what you can see are thorns and thistles and very little smooth terrain. President Russell M. Nelson said of being optimistic, being filled with faith, being hopeful:

“A more excellent hope is mightier than a wistful wish. Hope, fortified by faith and charity, forges a force as strong as steel. . . . If we will cling to the anchor of hope, it will be our safeguard forever. As declared in scripture: ‘Wherefore, whoso believeth in God might with surety hope for a better world, yea, even a place at the right hand of God, which hope cometh of faith, maketh an anchor to the souls of men, which would make them sure and steadfast’ [Ether 12:4].”

Lastly is “personal sacrifice and dedication.” President Ezra Taft Benson quoted Lectures on Faith when he said:

“It is in vain for persons to fancy to themselves that they are heirs with those who have offered their all in sacrifice . . . unless they, in like manner, offer unto him the same sacrifice (Lectures on Faith, 6:8, italics added).”

President Benson then added:

“To sacrifice, serve with your time and means to build the kingdom of God on earth. The great law for spiritual happiness and progress was stated by the Master in these words: . . .

“For whosoever will save his life shall lose it and whosoever will lose his life for my sake shall find it’ [Matthew 16:25]. . . .

“If you would find yourself, learn to deny yourself for the blessing of others.”

Monumental moments with a pioneer’s heart: (1) obedience to prophetic direction, (2) hope for the future, (3) personal sacrifice, even consecration, to achieve our goals. We owe this to ourselves, but we especially owe it to those who will follow hereafter. May the Lord bless you to grab your handcart and head west—or north or south or east or wherever this monumental moment in Church education takes you. Be a pioneer. Employ a pioneer’s heart. Make the path smoother for the next generation, and one day we will all rejoice together, in the name of Jesus Christ, amen.

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viii. Ezra Taft Benson, “This Is a Day of Sacrifice,” Ensign, May 1979, 32, 34, emphasis in original.
The desire and need for a higher education organization like BYU-Pathway Worldwide has been prophesied for decades. The following quotes from Church leaders highlight some of these prophecies, as well as other sentiments regarding the blessings provided through BYU-Pathway Worldwide.

"We must also find ways for this college to serve young people whose needs are shaped by a great variety of cultures and situations, and who may not be able to come to this campus. We will find direct ways to move the blessing of education … from this campus out into the lives of men and women everywhere."  
HENRY B. EYRING  
Inaugural Response, Ricks College Inauguration, December 1971

"It will be necessary for us … to serve ever better the thousands of students we have on campus while simultaneously reaching out to bless the lives of tens of thousands of young Latter-day Saints throughout the world... We must learn how to assist and bless institute students and other LDS youth in Rhode Island and Rome while effectively serving our students on campus in Rexburg."  
DAVID A. BEDNAR  
Inaugural Response, Ricks College Inauguration, February 1998

"I am convinced that we will find new ways to use information technology to reach more students and to deepen the learning experience of those we touch. In a day not far from now, we will be able to break down the barriers of time and space and connect our students ... to other individuals who are seeking a better way."  
M. RUSSELL BALLARD  
BYU-Pathway Worldwide President’s Dinner, October 2019

"The creation of BYU-Pathway Worldwide brings an innovative approach to education — one unique to the Church Educational System, and to the world."  
RUSSELL M. NELSON  
Inaugural Response, BYU-Idaho Q&A, February 2016

"Inspired revelation here is intended to bless millions of people all over the earth... Everywhere I go in the world where Pathway is, people who have no hope, have hope."  
DAVID A. BEDNAR  
BYU-Idaho Employee Q&A, February 2016

"Losing sight of that need to climb with others could slow our progress toward dramatically improved teaching and learning. For instance, it would be easy to look for ways to help learners learn alone, using the wonders of technology. The same technology could give learners the experience of helping others they love to learn with them."  
HENRY B. EYRING  
"The Temple and the College on the Hill," BYU-Idaho Developmental, June 2019

"We live in a day of miracles, when our Heavenly Father and His Son, the Lord Jesus Christ, are moving with power in the earth to build up the Kingdom of God and establish Zion in preparation for the Second Coming of Jesus Christ. I believe BYU-Pathway is one of those miracles. It has a role to play in strengthening the Kingdom of God and establishing Zion."  
KIM B. CLARK  
"A School in Zion," BYU-Pathway Worldwide President’s Dinner, October 2018

"Zion is everywhere the Lord has established His Church. Brothers and sisters, it is a miracle that we can say today that BYU-Pathway is a school in Zion, wherever Zion is."  
KIM B. CLARK  
"A School in Zion," BYU-Pathway Worldwide President’s Dinner, October 2018

"BYU-Pathway is part of the great gathering that is happening in our time. It connects people from many different places around the world to education, progress, and the blessings of the gospel."  
SHARON EUBANK  
"Rejoiced, Rescued, and Redeemed," BYU-Pathway Worldwide Devotional, May 2019

"Education not only improves lives in the short term but it can be life-changing in the long term. Students from all around the world are experiencing the blessings of a BYU-Pathway education. From Angola to Armenia, England to Ecuador and Vanuatu to Veracruz, from Nigeria to New York, tens of thousands of students have improved their lives both temporally and spiritually through enrollment in BYU-Pathway Worldwide."  
JEAN B. BINGHAM  
"Relieve Suffering and Save Souls," BYU-Pathway Worldwide President’s Dinner, October 2020

"BYU-Pathway is an answer to my 50-year prayer that we could find an equitable way to serve the entire Church with the blessings of education."  
JEFFREY R. HOLLAND  
"Monumental Moments with a Pioneer’s Heart," BYU-Pathway Worldwide Employee Development Day, April 2021

"We’re part of a monumental moment in Church education in The Church of Jesus Christ of Latter-day Saints. This is one of those pivotal marks in our history that we won’t fully understand until we look back at it years and maybe decades from now...."  
JEFFREY R. HOLLAND  
Special BYU-Pathway Worldwide Broadcast, November 2018