

CARIBBEAN UNION CONFERENCE EDUCATION DEPARTMENT REPORT

Greetings

President of the Inter-American Division, Pastor Abner De Los Santos; Dr. Kern Tobias, President; Pastor Johnson Frederick, Executive Secretary; Pastor Bertie Henry, Treasurer; fellow directors and staff of the Caribbean Union Conference; administrators of the local fields; delegates; other stakeholders and friends; God's peace and grace be with you.

It gives me much pleasure to present the Education department's report for 2021-2025.

Executive Summary

The Caribbean Union Conference (CARU) Education Department continues to advance its strategic priority of fostering academic excellence within a spiritually charged environment. This mission is pursued through four foundational goals: achieving educational excellence, increasing institutional revenue, cultivating a culture of service, and reinforcing a distinct Seventh-day Adventist identity.

The report begins with an analysis of the enrolment trends which fluctuate in a landscape that has only recently begun to stabilize. Total enrolment peaked at 9,712 students in the 2022-2023 academic year before reaching a four-year low of 9,573 in 2024-2025. However, the 2025-2026 academic year signaled a reversal with a rebound to 9,625 students. Crucially, the data reveals a significant demographic shift toward a majority of non-SDA students, particularly at the primary level, where SDA enrolment declined by 17.4% while the non-SDA population grew to represent 58.7% of students.

The staffing data indicates that staffing trends during this period highlight this strategic rebalancing. The primary level saw a 7% contraction in teaching faculty while secondary schools expanded its support staff by nearly 17%. Overall, the total workforce has remained largely stable, moving slightly from 934 employees in 2022 to 930 in 2026. This stability in personnel has been the bedrock upon which the Union has maintained its academic reputation, particularly at the secondary level.

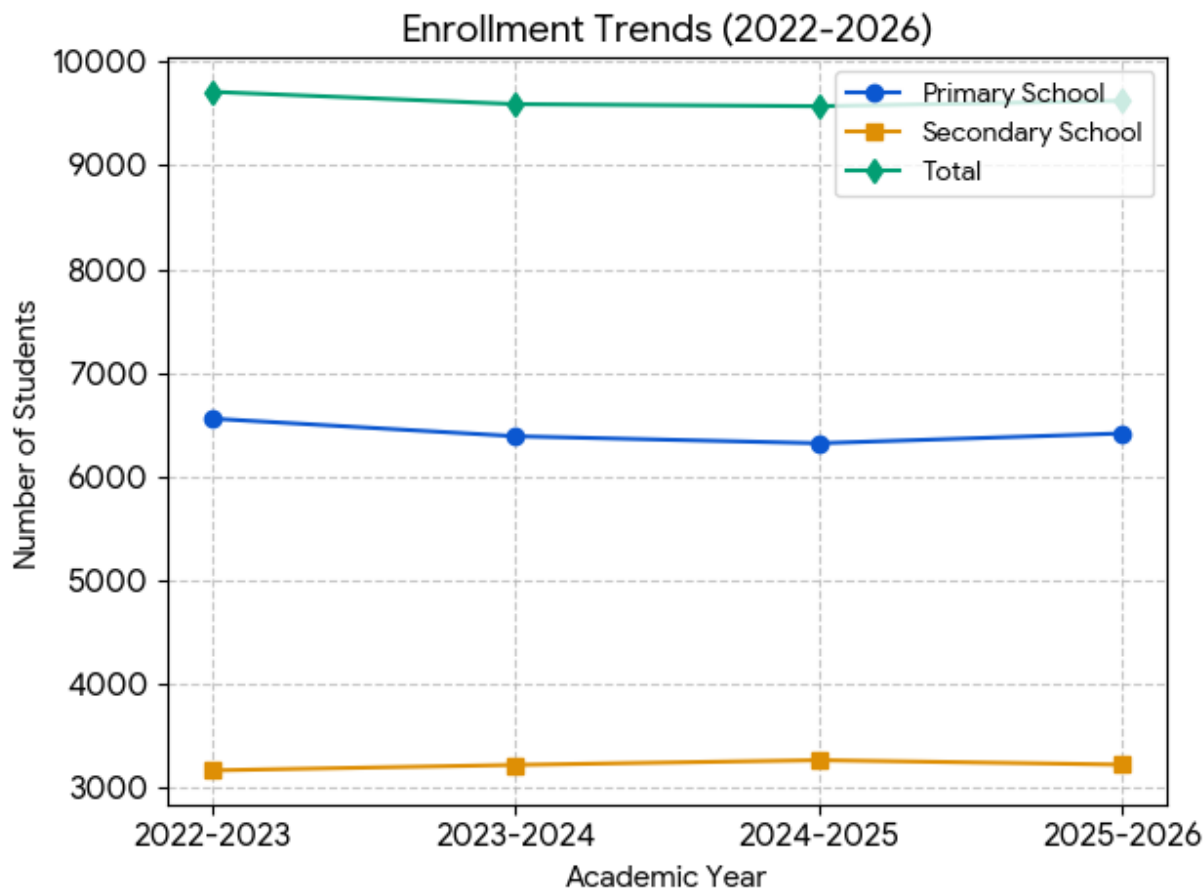
The report indicates how the department worked to achieve four strategic goals during the reporting period. To provide a clear roadmap of these efforts, the

report is structured to offer a comprehensive overview of progress toward these four key goals through strategic interventions. The document further identifies critical challenges which the department is currently facing, and issues a challenge to the constituency to address these obstacles through unified action and faith. The report ends with expressions of gratitude to those who have supported the department in the pursuit of its goals.

ENROLMENT TRENDS

Introduction

This report provides an analysis of enrolment trends within the Caribbean Union Conference for the academic years 2022/2023 to 2025/2026. While total enrolment figures demonstrate a commendable resilience and a recent upward trajectory toward stabilization, the underlying demographic composition is undergoing a profound shift. This analysis examines the diverging trends between our primary and secondary levels, highlighting a growing institutional reach that extends increasingly beyond our traditional denominational borders.

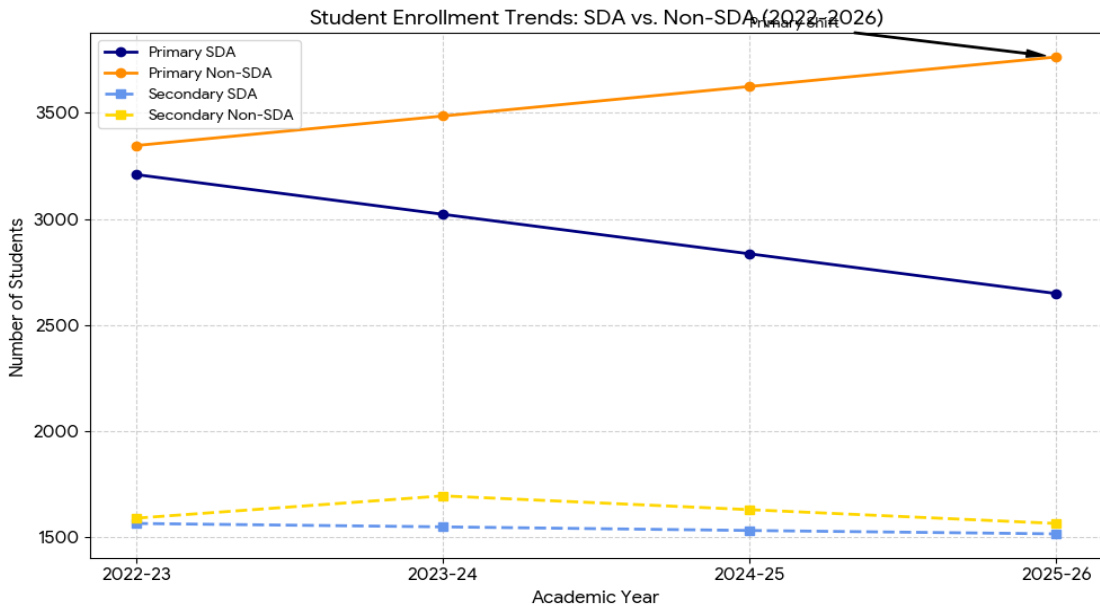


The enrolment data for the period between 2022/23 and 2025/2026 reveals a fluctuating landscape characterized by an initial decline followed by recent stabilization. At the start of the recorded period in the 2022-2023 academic year, total enrolment reached its peak with 9,712 students. This figure comprised 6,555 primary school students and 3,157 secondary school students.

By the 2023-2024 academic year, total enrolment dipped to 9,593, driven primarily by a decrease in primary school enrolment to 6,385, even as secondary school enrolment increased modestly to 3,210. This downward trend for total enrolment continued into the 2024-2025 year, reaching a four-year low of 9,573 students. During this specific year, primary enrolment reached its lowest point at 6,317, while secondary enrolment hit its peak at 3,256 students.

The most recent data for the 2025-2026 academic year signals a reversal of this downward trend. Total enrolment has rebounded to 9,625 students. This recovery is fueled by a significant uptick in primary school enrolment, which rose to 6,412 students. Interestingly, while the primary section saw a resurgence, the secondary school population experienced its first slight decline in the recorded period, settling at 3,213 students.

COMPARING SDA AND NON-SDA ENROLMENT



Primary School Shift

At the primary level, the traditional core of Adventist education has seen a notable decline in member participation. Starting in the 2022-2023 academic year, non-SDA students slightly outnumbered their SDA peers (3,209 to 3,346). However, over the four subsequent academic years, SDA enrolment steadily eroded, falling by approximately 17.4% to 2,649 students. Conversely, the non-SDA population grew by 12.5%, reaching 3,763 students. Consequently, what began as a nearly even split has shifted toward a clear majority of non-SDA students, who now represent 58.7% of the primary school population.

Secondary School Trends

The secondary school level has maintained a relatively consistent demographic balance throughout the period under review. In 2022-2023, enrolment was nearly evenly divided between 1,566 SDA students and 1,591 non-SDA students. Over the period, SDA secondary enrolment experienced a moderate overall decline of 3.1%, decreasing to 1,517 students by the 2025-2026 academic year.

Similarly, non-SDA secondary enrolment has remained stable. After peaking at 1,696 students in 2023-2024, it adjusted to 1,566 students in 2025-2026, returning to exactly the same level of SDA representation seen at the start of the period. As a result, the secondary schools maintain a nearly 50/50 balance between SDA and non-SDA attendees.

Comparative Summary

In comparing the two levels, it is evident that the primary schools are increasingly becoming a mission field, characterized by a growing influx of non-SDA students alongside a contraction in SDA enrolment. In contrast, the secondary schools have demonstrated much greater demographic stability, with both SDA and non-SDA populations remaining within a narrow range throughout the four years. Overall, the trend indicates that while total enrolment numbers are being sustained, the institutional mission is expanding its reach beyond the denominational membership to a greater extent than in previous years.

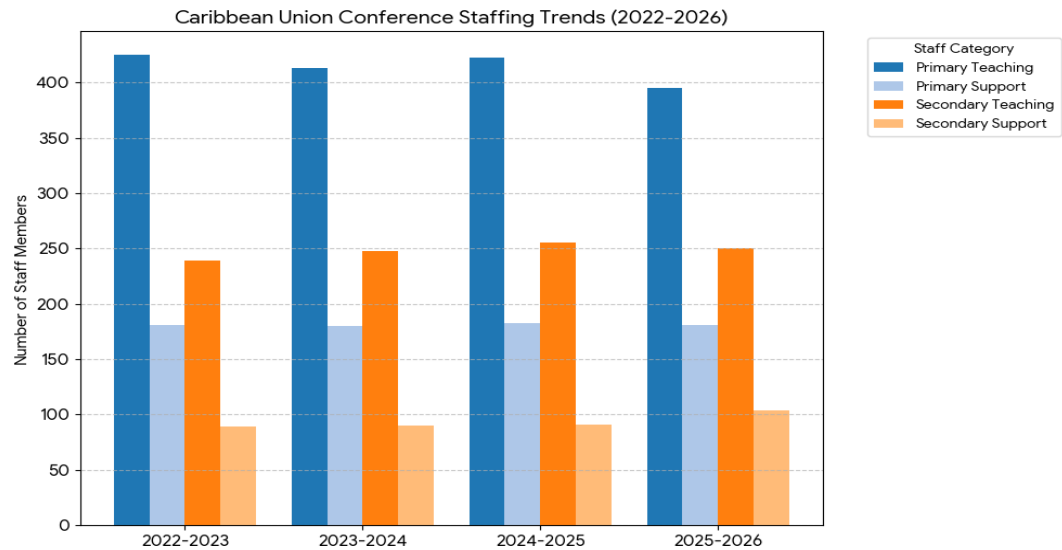
Conclusion

The data from 2022/23 to 2025/26 underscores a pivotal moment for Adventist education in the Caribbean Union. While we celebrate the stabilization of our total student body, we must recognize that our primary schools, in particular,

have transitioned into a vibrant mission field for the wider community. This shift toward a majority non-SDA demographic, specifically in the foundational primary years, is not merely a statistical change, but a serious concern. As we look to the future, our challenge and privilege will be to maintain our distinct Adventist identity while effectively ministering to a diverse student body, ensuring that every student, regardless of their background, encounters the life-changing principles of the Gospel.

STAFFING

The following analysis details the staffing trends within the Caribbean Union Conference schools from the 2022-2023 to the 2025-2026 academic years, highlighting the shifts in personnel across the primary and secondary levels.



Primary School Staffing Trends

The primary schools experienced a period of gradual contraction within the teaching faculty. At the beginning of the 2022-2023 academic year, there were 425 teaching staff members and 181 support staff. While the support staff numbers remained remarkably resilient, ending the period exactly where they began at 181, the teaching corps saw a steady decline. By the 2025-2026 session, the number of primary teachers had decreased to 395, representing an overall reduction of approximately 7%.

Secondary School Staffing Trends

In contrast to the primary schools, secondary schools realized increases in both teaching and support employees. Secondary teaching staff grew from 239 in 2022-2023 to 255 in 2024-2025, before settling at 250 in the most recent academic year. This represents a net increase of 11 teachers over the four-year period. The most significant growth, however, was observed among the support staff which climbed from 89 to 104 members. This nearly 17% increase in the secondary school support personnel suggests a growing investment in the administrative and auxiliary services required at the secondary level.

Comparative Summary

When viewed collectively, the data reveals a strategic rebalancing of human resources across the conference. While the primary schools experienced a reduction in their teaching staff, the secondary schools expanded their footprint, particularly in support services. Despite these internal shifts, the total workforce has remained largely stable, moving from 934 employees in 2022-2023 to 930 in 2025-2026. This indicates that the institution has managed to maintain its overall staffing levels while adjusting to the specific needs of each educational level.

Conclusion

The observed trends reflect a strategic realignment of human resources, balancing a contraction in the primary teaching force with targeted growth in secondary support services. While specific departmental needs have shifted, the overall stability of the total workforce underscores a disciplined approach to personnel management across the conference. Ultimately, this transition ensures that staffing levels remain stable and responsive to the evolving demands of both educational levels.

Goal 1

Refocus on the distinctiveness of Seventh-day Adventism at the schools and encourage church members to enhance Adventist education.

Introduction

The Caribbean Union Conference Education Department remains steadfast in its mission to provide a holistic, Christ-centered education that balances spiritual growth with professional excellence. The following report outlines our strategic

advancements in spiritual leadership, institutional certification, and student mission outreach during the period under review.

Chaplaincy

To ensure the spiritual foundation of our schools remains strong, the department has prioritized the pastoral care of our diverse student body. The shortage of adequately qualified school chaplains has been a concern in the department, given the increasing non- SDA students registered at the school.

We are pleased to report that during the period under consideration, 5 chaplains were added to the fraternity. Currently, there are 14 chaplains supervising 28 schools.

Recognizing that effective ministry requires specialized skills, we have sought world-class expertise to equip our spiritual leaders. Consequently, Dr. Ivan Omaña, General Conference Chaplaincy Director, was invited by the Education Department to conduct a training session for school chaplains. The first session was conducted successfully on February 9, 2023. Beyond pastoral care, the spiritual mission of our schools is bolstered by the dedicated support staff who serve as the first point of contact for our families.

Baptisms

Eight hundred and four students (804) surrendered their lives to Jesus, and were baptized during the period under review. We thank God for the commitment of the students.

Education Secretaries' Training

In line with the goal of focusing on Adventist education, the Caribbean Union Conference launched the Education Secretaries Certification Programme on March 25, 2025. The three sessions which attracted 170 secretaries, were facilitated by Dr. Faye Patterson, Education Director of the Inter-American Division. The programme emphasized the value of Adventist education, reinforced its three foundational pillars, and empowered participants to serve as effective advocates within the system.

Commissioning Service

The department continues to formally recognize the high calling and professional commitment of our classroom educators. On November 30, 2025, fourteen (14) educators from five local fields were awarded Commissioned Teacher credentials. This designation affirms their commitment, competence, and adherence to Adventist education standards. In accordance with Inter-American Division policy, commissioned teachers who meet academic, experiential, and character-based requirements receive a 2% increase in base salary.

University of the Southern Caribbean Day

While we celebrate our primary and secondary educators, we are equally committed to helping students navigate the path to higher education within our own system. The Department is pleased to support the establishment of "USC Day" across SDA schools in the Caribbean Union. This initiative, led by USC, introduces students to SDA tertiary education and broadens their academic aspirations.

Church Visits

This spirit of collaboration extends beyond the school walls and into the heart of our local congregations through active field engagement. During the period under review, we experienced an increase in the number of remarkable Seventh-day Adventist Education promotion programs and activities held across various fields. Notably, the St. Lucia Education Impact, which received support from Pastor Toney Mapp and the president, treasurer, and education director of the Caribbean Union, left an indelible mark that is set to revolutionize Seventh-day Adventist education on the island.

Books on Sexuality

As we promote our schools in the community, we remain diligent in protecting the moral and biblical integrity of the instruction they provide. In a commitment to uphold values rooted in faith, and promote a comprehensive understanding of human sexuality, the Caribbean Conference Education Department has taken a significant step forward. In alignment with the Inter-American Division's endorsement, schools in the Caribbean Union Conference are now mandated to incorporate the "Human Sexuality" series into their curricula. The goal is to equip students with a well-informed understanding of God's plan for human sexuality.

Mission Trip

Our commitment to these service-oriented experiences is reinforced by our participation in global leadership initiatives for mission growth. The Caribbean Union's commitment to service-oriented education was powerfully demonstrated through a transformative ten-day mission project in Panama, beginning July 10, 2024. Comprising 45 dedicated student-missionaries from the East and North Caribbean Conferences, the team engaged in diverse evangelistic and community activities, including church renovation, literature distribution, and teaching. These efforts culminated in three nightly evangelistic meetings and the baptism of five individuals. Supported by the Inter-American Division, Caribbean Union Conference and local fields, this initiative allowed students to translate biblical classroom values into meaningful, practical action, successfully fulfilling the mission of making disciples through hands-on global service.

Educating for Mission

In speaking of mission, we are happy to report that Dr. Kern Tobias, President, and Daphney Magloire, Education Director, attended the General Conference Educating for Mission summit from August 7 to 13, 2024, in Peru. They welcomed the insights gained that will propel our schools to be more mission-focused.

Accreditation

A mission-focused school must also be a school of the highest quality, which is ensured through our rigorous evaluation and improvement processes. To enhance institutional professionalism, the Caribbean Union Conference Education Department has adopted the IAD pioneering CALED accreditation software. This transformative platform utilizes a hybrid assessment model, combining physical and virtual evaluations to streamline the rigorous Adventist Accreditation Association (AAA) standards. By modernizing these improvement processes, the department positioned 35 of the 52 educational institutions to achieve accreditation status between 2023 and 2025. These schools are now recognized for their commitment to 21st-century quality and spiritual advancement. Ultimately, this technological shift ensures that our mission-focused institutions remain centers of academic excellence, efficiently meeting the evolving needs of our students and the global church.

Gleanings Highlighting SDA Education

The success of these accredited institutions deserves to be shared broadly with our global church family. Individual schools continue to participate in a variety of promotional programmes. However, in a notable effort to share the successes of our school community, the November 2023 issue of "Gleanings" has emerged as an impactful platform for showcasing schools' activities and achievements, and reinforcing the high standards we set for our students and staff. The department thanks Pastor Royston Philbert, the CARU Communications Director, for his pivotal role in conceptualizing and facilitating this initiative. This engaging publication, available to the church membership throughout the Union, demonstrates the department's vibrancy and dedication to excellence in education.

Social Media Promotion

In addition to traditional publications, we are embracing modern digital tools to ensure our schools remain visible and competitive. In a strategic move to enhance school enrolment and showcase SDA education, the department launched a virtual training programme to equip ten schools with essential marketing skills. The 2024 initiative, facilitated by Island Analytics and Marketing, LLC, was meticulously designed to strengthen schools' promotional capabilities.

Participants in the programme received training in a variety of marketing techniques. The expert trainer provided instructions on writing effective scripts, basic videography, and the intricacies of digital advertising, including managing the back end of Facebook pages. The training was tailored to promote general marketing skills crucial for today's digital landscape.

Talent Parade

The culmination of our developmental efforts is often best seen in the vibrant display of our students' God-given abilities. The hybrid Secondary School Talent Parade on May 2, 2024, stands as a hallmark of professional excellence within SDA education. Spearheaded by Sister Jessica Cunningham and a dedicated technical team led by Tristan Samuel, the event showcased a seamless collaboration between directors, staff, and students. The production celebrated outstanding individual achievements, including Arian Scott (Grenada) in prepared speech, Branelle Joseph (BVI) in talent display, and Rosalie Faulkner (St. Thomas/St. John) in impromptu speech. This high-level parade not only highlighted technical proficiency but also reaffirmed the department's commitment to nurturing God-given talents and fostering a culture of distinction.

Conclusion

Through a strategic synergy of spiritual revitalization and professional modernization, the Caribbean Union Conference has reinforced its commitment to holistic Adventist excellence. From the baptism of 804 students and the successful implementation of biblical sexuality curricula to the revolutionary adoption of CALED accreditation software, every initiative serves to protect our institutional integrity while expanding our mission footprint. By equipping chaplains, certifying educators, and embracing digital marketing, we are not merely maintaining schools, but cultivating "centers of influence" that are academically competitive and spiritually vibrant. Ultimately, these achievements stand as an example of the power of collaboration and emphasis on leading every student into a transformative relationship with Jesus Christ.

Goal 2

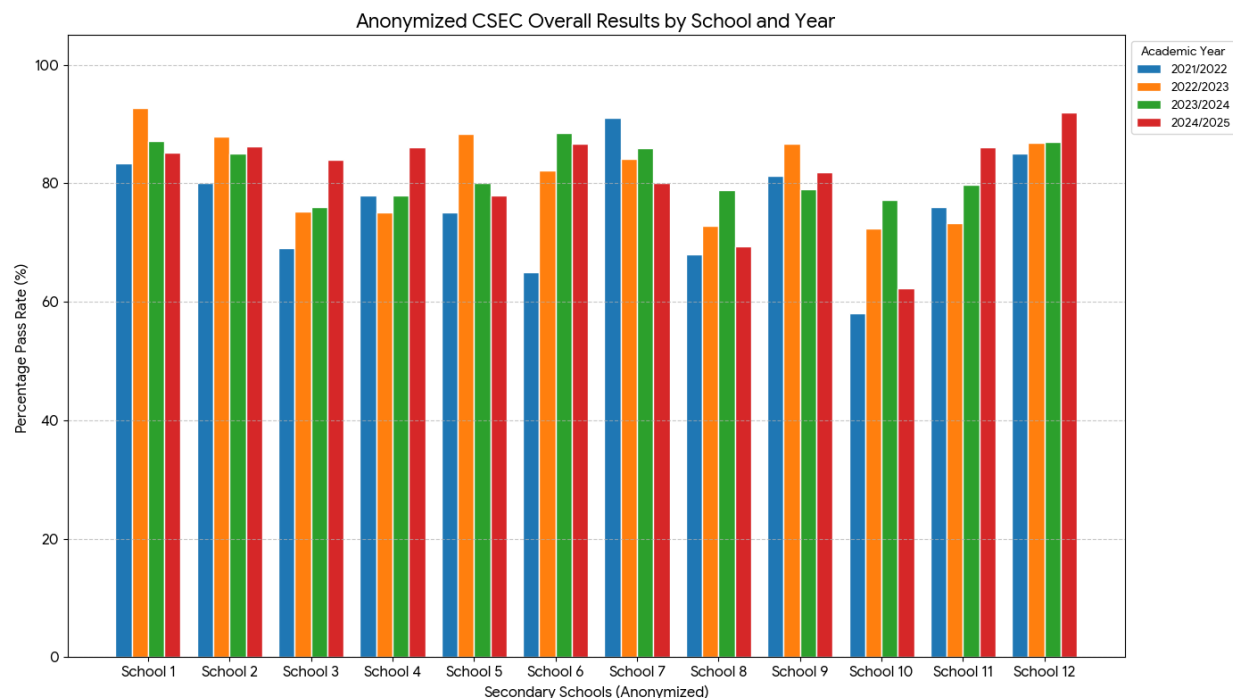
To foster educational excellence at pre-primary, primary and secondary schools within the Caribbean Union Conference

Introduction

Fostering academic excellence remains a central strategic priority of the Caribbean Union Conference (CARU) Education Department. Over the past four Academic years, deliberate efforts have been made to strengthen teaching and learning, improve examination outcomes, address persistent subject-area challenges, and ensure that all schools provide high-quality, Christ-centred academic experiences.

Secondary Education Performance (CSEC)

Embracing this commitment to excellence, our secondary institutions have demonstrated remarkable consistency in regional assessments. With great pride, the Caribbean Union Conference schools reaffirm their dedication to maintaining exceptionally high academic standards as they persist in their relentless pursuit of academic excellence in a spiritually charged environment. In the period under review, the performance of the Union's educational institutions has been exceptional. Across the reporting period, CARU secondary schools consistently demonstrated strong academic outcomes in the Caribbean Secondary Education Certificate (CSEC) examinations as shown in the graph that follows.



The average pass rate over the last four years remained generally stable, from 75% in 2022 to consistently surpassing 80% in each subsequent year, affirming the quality of instruction and students' commitment across the system. The highest individual school performance during the period was 92.8% for Antigua SDA Secondary School in 2023; 89% for St. Lucia Seventh-day Adventist Academy in 2024; and 92% for Arthur Waldron Seventh-day Adventist Academy in Dominica in 2025. 50% of the schools consistently scored above 80% during the period under review.

Consistent high-performing subject areas included English A, Information Technology, Technical Drawing, Building Technology with an average of over 90%, and Food and Nutrition, Principles of Business, and Principles of Accounts with averages above 85%. Notable gains were recorded in Biology, Chemistry, and Physics, reflecting strengthened instructional strategies and improved student engagement.

Outstanding Student and School Achievements

While institutional averages remain consistently high, the true impact of our educational system is most vividly reflected in the extraordinary individual successes of our students. Throughout the period under review, the schools have produced a distinguished group of scholars who have secured top national rankings and prestigious awards across their respective territories.

In the British Virgin Islands, the Seventh-day Adventist School maintained a standard of unrivaled excellence with Aniyah J. Williams achieving the remarkable feat of placing first both nationally and union-wide in the 2023 CSEC examinations. Subsequently, Jene Barnwell and Nickalah Tyson secured the first and second national positions respectively in 2025. This exhibition of academic dominance was mirrored in Grenada, where Samuel Roberts of the Grenada SDA Comprehensive School emerged as the nation's top performer in 2023 with an impressive thirteen Grade Ones. Similarly, Sheena Carbon of the Arthur Waldron Seventh-day Adventist Academy brought honor to Dominica by ranking first nationally in the 2024 CSEC examinations. These achievements demonstrate the rigorous academic environment and the dedicated support systems fostered within the Caribbean Union.

Despite variations in the reports of primary school examination results across the Union, overall performance has been deemed satisfactory. Several schools achieved significant success. In 2024, nine-year-old Jayesh Whitehead, a student of Bridgetown SDA Primary School, earned second place among boys and fifth nationally in Barbados; Tarij John, a student of the Leeward District SDA Primary School, ranked ninth nationally among boys in St. Vincent; and Jordan West, a student of the Antigua SDA Primary School placed sixth nationally. In Dominica, Ebenezer SDA Primary School students Maia Betrand and D'Andre Barrie captured first and third positions respectively, and Western District SDA Primary School student, Kaynaiyah Philogen, secured eighth place in the Grade Six National Assessment. These results highlight the continued excellence of Adventist primary schools across the region.

Mathematics Performance and Strategic Interventions

Even as we celebrate these widespread achievements, we remain proactive in addressing specific academic areas that require reinforced support and strategic development. Despite overall academic strength, Mathematics remains the most significant academic challenge across CARU schools. While Union performance continues to exceed regional averages, pass rates declined steadily from 2023 to 2025, underscoring the need for sustained targeted intervention. In response, the Department implemented Mathematics improvement strategies which included:

- Exposure of Mathematics teachers to AI-supported instructional platforms to enhance lesson design and differentiation.

- Reintroduction of the Conquer Maths programme across selected schools.
- Pilot intervention programmes in selected secondary schools.
- Ongoing professional development led by regional mathematics specialist, Dr. Andrew Hunte.
- Exposure to Mathletics Summer Contest (2025), an engaging Mathematics competition, which encouraged students to develop problem-solving skills through gamified learning.

These initiatives represent a coordinated effort to strengthen foundational skills, improve instructional practices, and reverse declining trends in mathematics achievement.

STEAM Education

To enhance our offerings, several schools introduced Science, Technology, Engineering, Art, and Mathematics (STEAM) education to the students. Through grant funding, some schools have secured the required equipment to launch the programme.

Graduation

The culmination of these academic efforts and interventions is most visibly realized during our annual graduation season, where we celebrate the journey of our students. We are proud to announce the successful graduation of 5,749 students across our constituency. This cohort includes 3845 primary school and 1,944 secondary school graduates. These milestone ceremonies were celebrated with great distinction, marking a significant transition for our youth as they progress to the next stage of their academic journeys. Notably, Georgetown SDA Primary School celebrated its first-ever graduation, a historic moment etched into the school's annals. The Caribbean Union Conference commends the school for the outstanding performance in its first external examination.

New School Construction

To sustain this level of excellence and accommodate our growing student body, Schools are investing heavily in the physical infrastructure of our educational institutions. The Caribbean Union Conference Education Department proudly

recognizes and salutes the following institutions for their visionary leadership and commitment to excellence:

- St. George's Seventh-day Adventist Primary School (Grenada)
- Adventist Pioneer Primary School (St. Vincent)
- Ebenezer Seventh-day Adventist Primary School (Dominica)

After decades of operating within facilities that too often presented significant challenges to the learning environment, these schools and their respective constituencies have embarked on a monumental "venture of faith". Each institution is currently constructing a modern, state-of-the-art edifice to provide students with a premier educational experience aligned with our holistic standards. This progress is a direct result of the dedication of our church membership and local leadership. These projects represent more than just brick and mortar; they symbolize our vow to offer our youth a conducive environment for both academic mastery and spiritual growth.

Conclusion

The remarkable consistency in CSEC performance, highlighted by a stable 75 to 82% pass rate and top national rankings, highlights the Caribbean Union's position as a regional leader in academic excellence. While we celebrate these historic individual and institutional achievements, our proactive interventions in mathematics and the introduction of STEAM education demonstrate a commitment to continuous improvement and 21st-century relevance. The graduation of 5,749 students and the historic first cohort from Georgetown SDA Primary signify a robust and growing educational legacy. Furthermore, the "ventures of faith" seen in our state-of-the-art construction projects ensure that our physical infrastructure now matches the high caliber of our instructional standards. Ultimately, these results affirm that Adventist education remains a premier pathway for developing students who are academically distinguished and spiritually grounded.

Goal 3

Increase schools' revenue by 30% by August, 2026.

Introduction

The landscape of modern education demands a departure from traditional funding models toward a more diversified and proactive financial strategy. Recognizing this, the Department has moved beyond mere oversight to become a catalyst for institutional self-sufficiency. By investing in the human

capital of our schools, ranging from faculty and staff to parents, the department is building an ecosystem where financial resilience is a shared responsibility. While the department was unable to verify the percentage increase in revenue across CARU, it is confident that the strategies employed increased schools' overall income.

Grant Writing & Technical Advancement

In April 2023, the Department achieved a significant milestone in its pursuit of fiscal diversification by successfully transitioning from theoretical planning to practical application in strategic grant writing. Recognizing that institutional growth requires resources beyond traditional tuition and subsidies, the Department facilitated a rigorous capacity-building initiative that trained two distinct cohorts to secure external funding. Over the course of a six-week programme, 48 trainees met twice weekly to master the strategies of proposal development and donor engagement, specifically focusing on creating sustainable income streams to expand our Technical Vocational Education and Training (TVET) and technology-driven programmes.

The dividends of this training were both immediate and substantial, as our schools successfully secured over three hundred thousand United States dollars (US\$300,000) in grant funding. These resources have been strategically deployed to modernize infrastructure and procure high-level equipment for agricultural development, technological advancement, and various vocational disciplines. By equipping our personnel with specialized skills to attract external investment, the Department has ensured that our students are no longer learning on outdated systems but are instead training on the cutting edge of industry standards, fully prepared for the demands of the modern workforce.

The Parental Entrepreneurship Programme

The Department operates under the firm conviction that the financial sustainability of our schools is inextricably linked to the financial health of the families we serve. In recognition of this correlation, the Department launched a landmark six-week Entrepreneurship Programme on October 27, 2025. This initiative empowered parents with practical skills to generate independent income, aiming to stabilize tuition payments and reduce school receivables. Beyond fiscal benefits, the program strengthens the "spiritual economy" by enhancing the capacity for tithes and offerings. The impact was significant, with 43 parents completing business plans ratified by industry experts. By fostering

economic self-sufficiency, the Department is ensuring that families can sustain their commitment to Adventist education while contributing more vibrantly to the church’s mission.

School Employee Entrepreneurship Programme

As part of its ongoing effort to recognize and cultivate the diverse talents within our own workforce, the Department also sponsored a specialized online Business Programme for school employees, which commenced on December 30, 2025. This ten-week curriculum encouraged staff to explore flexible, virtual business entities that leverage their existing expertise and interests. By providing a pathway for professional growth and supplemental income, the programme ensures that such endeavours complement, rather than detract from, their vital roles within the Adventist educational system. This initiative aligns closely with our broader mission, as it exposes employees to virtual methods that can enhance digital evangelism while further benefiting the church through increased financial contributions. Engagement has been exceptionally high, with 120 registered participants, signaling a strong appetite for innovation and economic empowerment within our professional community.

Professional Development Sessions

In addition to grant writing and the entrepreneurship programmes, the Department has successfully conducted a series of sessions to address the unique challenges posed by the current financial landscape. Below is a summary of the contributions from our esteemed presenters.

Date	Presenter	Session Title / Key Focus Areas
July 31, 2023	Sherlene Edward-Wilson	Preparing for Audit: Practical guidance on audit readiness and record-keeping support.
July 31, 2023	South Caribbean Conference Team	Income Generation: Realistic projects and programmes to diversify school revenue.

Nov 8, 2023	Dr. Elias Zabala	Global Best Practices: Refining Departmental practices.
April 2024	Daphney Magloire	Seventh-day Adventist Financial policies
Mar 25, 2025	Bro. Fitzroy Harewood	Breaking the Cash-Strapped Mentality: A strategic approach to school financial growth.
Apr 22, 2025	Dr. Lincoln Edward	Financial Sustainability: Actionable Strategies for long-term Institutional Health.
Oct 15, 2025	Sis. Kerene Horsford-Nero	Risk & Stability: Internal controls, fraud prevention, and managing inflation/donor fatigue.

Sustainable Projects

The Department continues to promote the establishment of financially sustainable school-based projects. A few schools reported launching new initiatives during the period under review, while several others maintained existing projects or laid the groundwork for future initiatives. These efforts represent a strategic step toward long-term financial independence.

Conclusion

These multifaceted initiatives represent a bold step toward a self-sustaining future for Adventist education. By equipping our staff with the tools to secure significant grant funding and empowering our parents and employees to thrive as entrepreneurs, we are effectively insulating our institutions against economic volatility. This holistic approach ensures that our schools remain centres of excellence, not only in academics and spiritual programmes, but also in financial integrity and innovation. We look forward to seeing the long-term fruits

of these investments as they translate into enhanced facilities and more stable schools.

Goal 4

Create a culture of excellence where school employees are committed to providing exceptional service to students, parents, and the community.

Introduction

The mission of the Education Department is centered on the dual mandate of academic excellence and spiritual fortitude. As we present this report to the constituency, we celebrate a year defined by the strategic empowerment of our greatest assets: our teachers, our leaders, and the families who sustain our institutions. By aligning our financial strategies with our spiritual goals and remodeling our professional standards, we have moved beyond mere institutional maintenance toward a future of sustainable growth and mission-focused innovation.

Teacher Certification Programme (TCP)

To achieve this vision of excellence, we began by revitalizing the spiritual and pedagogical foundations of our teaching force. Central to this progress has been the comprehensive remodeling of our Teacher Certification programme. We recognized the need for a more meaningful experience that allows educators to master essential standards within a reasonable timeframe. We praise God for the 123 teachers who have emerged from this process better prepared to foster our schools' unique mission. Among them, 88 educators passed the full core curriculum, including Biblical Doctrines, Principles of Adventist Education, Daniel and Revelation, Prophecy and Denominational History, Faith Integration, and Adventist Health Principles. The remaining 35 participants successfully fulfilled their specific requirements by completing the necessary components to bridge their prior training. The feedback has been overwhelmingly positive: 96.8% of participants would recommend the programme to their peers, and nearly 100% affirmed that the content is directly relevant to their daily classroom impact. This certification, paired with a Bachelor's degree, a trained teacher certificate and successful commission evaluation, ensures our faculty remains the gold standard of Adventist education.

Certification for Management for Principals

Complementing this investment in our teachers, the Department also prioritized the specialized development of those charged with leading our schools. Forty-two principals and senior teachers completed an intensive ten-month certification programme facilitated by the Inter-American Division, covering essential modules from Strategic Management to ICTs and Legal Aspects of Education. This culminated in a dignified graduation ceremony on October 27, 2025.

Administrators' Professional Development

Expanding beyond long-term certification, we further provided targeted training to ensure administrators remain at the forefront of contemporary educational management. As a result, CARU's Education department sponsored consultations for school administrators in the following areas:

Date	Topic	Presenter
March 16, 2023	Strategic Planning	Ps. Frederick Johnson
March 16, 2023	Strategic Thinking	Dr. Cletus Bertin
March 20, 2023	Accreditation–CALED Platform	Dr. Faye Patterson
April 16, 2024	School Safety	Mr. Kerwin Felix
April 16, 2024	Safeguarding our Children	Mrs. Debra Henry
October 15, 2024	Safety Standards for schools	Mr. Eric Kipps,
March 25, 2025	Breaking the Cash-Trapped	Mr. Fitzroy Harewood

	Mentality: A strategic approach to school financial growth.	
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Our leaders also benefited from regional and global professional growth opportunities. These included participation in the General Conference Leadership Conference, which offered valuable insights into innovative educational leadership and institutional branding.

Education Directors' Advisory

Strategic leadership development also required focused collaboration among our regional directors to chart the course for the years ahead. The Education Directors' Miami Advisory was a hallmark for the education leaders; the directors worked and played hard as they sought to shape the Department's direction for the quinquennium. We are grateful for the Lord's leading as Drs. Faye Patterson, Samuel Telemaque, and Leonard Johnson motivated the directors to renew their energy to address the mammoth task of repositioning the Education Department.

Education Directors and Principals' cruise

Recognizing that sustained excellence requires a balance of hard work and intentional rejuvenation, the Department introduced a unique initiative for pastoral and professional restoration in the form of a five-day cruise designed to provide educational leaders with essential opportunities for rest, relaxation, and fellowship. The group of 61 participants, including education directors, principals, and family members, embarked on this historic, restorative cruise from Miami on May 2, 2025.

The itinerary blended professional engagement with cultural immersion. In Nassau, Bahamas, the group visited the Bahamas Seventh-day Adventist Academy and conference offices, while stops at Half Moon Cay and Grand Turk offered leisure and restorative experiences. An enjoyable day at sea allowed leaders to disconnect from daily responsibilities and focus on self-care.

Artificial Intelligence Workshop

While emotional health sustains our leaders, staying competitive in a digital age requires a proactive embrace of emerging technologies. Continuing to expose the school family to 21st-century skills, the Department sponsored two virtual workshops on Teaching with Artificial Intelligence on October 17 and November 14, 2023. The workshops focused on AI assessment and feedback; AI in

curriculum and instruction; and AI tools, techniques and platforms, transforming teaching with AI. We thank Dr Leroy Hill, Director of the Centre of Excellence for Teaching and Learning, University of the West Indies, for his keen interest in helping the Education Department meet its strategic objectives.

Furthermore, teachers, along with 70 students, dedicated five weeks of their summer vacation in 2023 and 2024 to learning new technologies and adapting to the innovations of a rapidly evolving society. These sessions were conducted virtually by “Restore a Sense of I Can” (RSC), a Caribbean-based non-profit organization (headquartered in Trinidad) that empowers youth and marginalized groups through STEM education, digital literacy, and environmental sustainability.

Exceed Workshop

This focus on technological advancement is further strengthened by our ongoing exploration of integrated STEM disciplines. Mr. Leslie Hislop and Dr. Daphney Magloire participated in a one-week STEM conference at Loma Linda University in California in June 2024. The sessions were engaging and broadened their perspective on STEM education with the aim of strengthening the STEM programme in the Union.

School Board Professional Development

Finally, to ensure these advancements are supported by strong governance, the Department has extended its professional development efforts to our governing boards through training sessions. CARU's Education Director conducted several training sessions throughout the Union, and the local field directors have also been proactive in empowering board members. This ongoing initiative is enhancing board members' understanding and capacity to support and strengthen SDA education. We believe that stronger boards will be more effective in helping the membership to renew their commitment to SDA education.

Conclusion

The achievements of this past years reflect a department that is deeply invested in human capital. From the classroom teacher to the head of the household, the Department is building a network of support that ensures our schools remain beacons of light. As we look forward, we remain committed to the belief that

when we empower our people, we secure the mission. We thank the constituency for your continued prayers and support as we educate for eternity.

NECROLOGY

The 2025–2026 academic year opened on a somber note as the school community mourned the passing of Dr. Hilary Bowman, the immediate past Education Director of the Caribbean Union Conference. With over four decades of distinguished service, Dr. Bowman’s wisdom and spiritual leadership profoundly shaped Adventist education.

In honour of his legacy, a delegation of education directors and principals attended his funeral on September 7, 2025 in Orlando, Florida. This final tribute was deeply personal for the education directors who had travelled to Orlando in January 2023 to celebrate his retirement with him and his family.

Dr. Vernon Andrews, who served as Education Director in the Caribbean Union Conference, also succumbed to his illness during the period under review.

We remain prayerful for their families, and committed to upholding their invaluable mission.

Other employees whose service ended permanently because of death are listed in the table below.

Names	Institution	Years of Service
Cecillia Williams	Arthur Waldron SDA Academy	35.4
Thrisia Morancie	Arthur Waldron SDA Academy	20.8
Maureen Stanford	Bridgetown SDA Primary School	19.6
Shelly-Ann Menzies	St. Maarten SDA Primary School	10
Rholda Joseph	British Virgin Island SDA School	1

Lavern David	St. Eustatius SDA Primary School	20
Rachael Maynard	Antigua SDA Primary School	31
Julia Samuel	Antigua SDA Secondary School	7
Jasmine Underwood Joseph	Antigua SDA Primary School	10

CHALLENGES AND RECOMMENDATIONS

Staffing

Despite celebrating key milestones, the Department faces a number of difficulties with recruiting educators and leaders, necessitating a 'hands-on' approach in which, in some cases, principals have stepped back into the classroom to facilitate instruction.

While low remuneration and immigration policies remain a significant barrier to recruitment, our confidence is anchored in the belief that, through prayer and faithful commitment, God will provide the personnel needed for our mission.

Enrolment

We are witnessing a demographic shift that requires us to move beyond passive recruitment and toward a radical reinvention that allows us to completely rethink and improve what makes our schools valuable and unique to attract new families. A school without a vibrant student body is a lighthouse without a lamp. It is therefore necessary to reverse this downward trend, which is not merely about "filling seats", but about ensuring the continued vitality and influence of Adventist education.

Financial Constraint

The widening gap between operational costs and available subsidies is no longer just a line item; it is a direct challenge to the quality of our academic

delivery. The schools find themselves navigating a fiscal landscape where the rising cost of excellence often outpaces the steady trickle of traditional funding. Every budgetary decision we make is a delicate prayer for wisdom, balancing the necessity of modernizing our facilities against the reality of limited resources.

SDA Non-SDA Ratio

While the schools' doors remain open to all, the growing percentage of non-SDA students creates a unique tension in maintaining our distinct denominational identity. We are increasingly becoming a mission field within our own walls, presenting both a profound evangelistic opportunity and a challenge to our traditional curriculum. The shift in our student demographic requires a heightened intentionality to ensure our core values are not diluted, but rather more clearly defined.

Ownership

The greatest threat to our schools is not external competition, but an internal erosion of the conviction that Adventist education is a necessity rather than an elective. While the church claims historical ownership of these institutions, we are seeing a decline in the sacrificial spirit required to sustain them as an SDA community. We must bridge the gap between "belonging" to a church and "believing" in its mission, moving from passive endorsement to active participation in our school.

While the challenges before us are substantial, they are not greater than the mission that unites us. We serve a God who provides in times of scarcity and opens doors in the midst of uncertainty. By addressing our financial and demographic shifts with prayer, we turn these obstacles into stepping stones for growth. Let us lay aside the weight of our individual ideologies of Adventist education and focus instead on our calling, providing a place of learning where every student feels the hand of the Creator.

Conclusion

The multifaceted initiatives outlined represent a bold and visionary step toward a self-sustaining and mission-focused future for Adventist education in the Caribbean. While the Union faces substantial challenges, including recruitment, demographic shifts, and the widening gap between operational costs and traditional funding, these obstacles are met with proactive strategies and faith.

By empowering staff through professional development, securing significant grant funding, and upholding rigorous accreditation standards, CARU is effectively insulating its institutions against economic volatility while enhancing the quality of academic delivery. Ultimately, the success of our schools depends on commitment to the belief that empowering our people secures our mission. As we educate for eternity, we remain dedicated to providing a learning environment where every student can experience both academic mastery and spiritual growth.

EXPRESSIONS OF GRATITUDE

The Caribbean Union Conference (CARU) Education Department extends its profound gratitude to the dedicated individuals and organizations who have steadfastly committed themselves to the mission of Adventist education.

Our journey through the complexities of the modern educational landscape has been demanding, yet we have emerged triumphant. This success is a direct result of your service and the sustaining power of Jesus Christ, our Provider and Strength.

With Sincere Appreciation, we wish to formally recognize and thank:

- a. God for his patience, guidance, protection and for pouring bountiful blessings on our schools.
- a. The Inter-American Division – the administrators, the Education Director, Dr. Faye Patterson, and Pastor Samuel Telemaque, Director for Mission and Prayer, for their visionary leadership.
- b. CARU Leadership - the administration, directors' staff, and the esteemed members of the CARU Education Board.
- c. Local Fields - conference and mission administrations, their staff, and our hardworking education directors.
- d. On-the-Ground Educators – the schools' boards of management, principals, and teachers who serve as our frontline workers.
- e. Technical and Support Staff - our Administrative Assistant, Mrs. Paulene Frederick, and Mr. Tristan Samuel, along with the CARU technical team.
- f. Partners in Excellence - the management and staff of the GAMA Institute, Restore a Sense of I Can (RSC), Versacare Incorporated, and our guest presenters and advisors who offered their expertise.

- g. Our Support System - the SDA clergy, our church membership, well-wishers, and the parents and students who are the heart of our mission.
- h. The Unsung Heroes - the spouses and family members of our frontline workers, whose behind-the-scenes support makes this ministry possible.
- i. Special recognition must be given to the Magloires and their extended family for their support to CARU's Education Director. Their support is immeasurable.

Looking Forward

As we navigate these challenging times, we remain anchored in our faith. We thank God for His divine guidance throughout this process, and we look forward with anticipation to a renewed outpouring of the Holy Spirit upon this department.

Thank you for being the hands and feet of Christ in the field of education. Together, we continue to lead with excellence and purpose.