

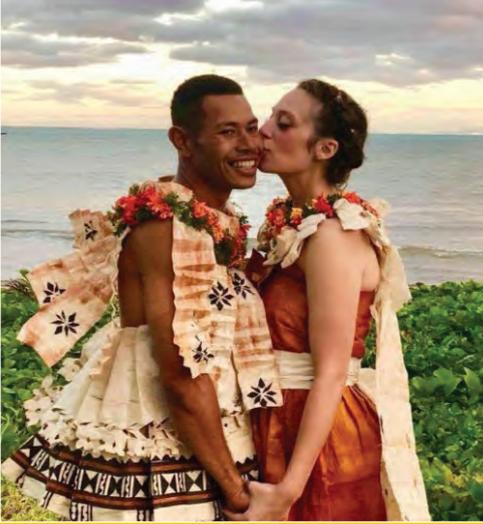


BYU
PATHWAY
WORLDWIDE

Building Zion

FILLING THE WORLD WITH TRUTH AND LIGHT

2022 ANNUAL REPORT



ZION: WHAT IS IT?

Throughout time, Zion has been used to describe both Christ's people — "the pure in heart"¹ — and the places where they gathered. But as The Church of Jesus Christ of Latter-day Saints has grown throughout the earth, Saints are building Zion wherever they live. With temples dotting the globe, Church members are making and keeping sacred covenants as they seek to emulate the Zion-like people of Enoch who "were **of one heart and one mind**, and dwelt in righteousness; and there was **no poor among them.**"²

To build Zion, BYU-Pathway Worldwide must help students to invite the Holy Ghost into their lives through the pattern of learning found in the House of the Lord, the holy temple (see pages 8–11). In addition, BYU-Pathway has a unique role to play in making sure there are no poor among us (see page 5).



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Mirroring the pattern found in the temple, BYU-Pathway seeks to bring the Holy Ghost into students' lives so they can become disciple leaders and contribute to building Zion.

1

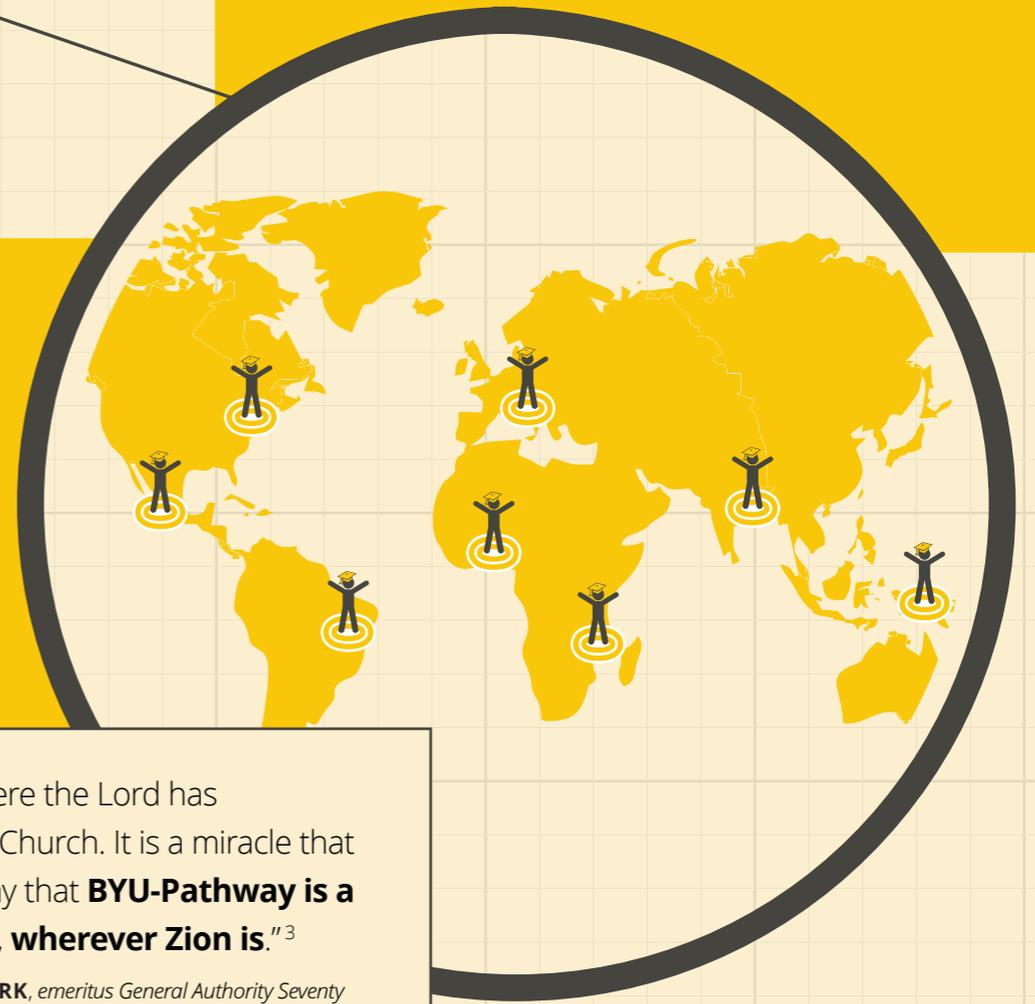
BYU-Pathway provides higher education to the "hidden many," or those who have not traditionally had access to education, wherever the Church is organized.

2

Students gain an education and grow in knowledge and truth.

3

Students use all they've learned and experienced to serve as disciple leaders in their homes, the Church, and their communities.



“

Zion is everywhere the Lord has established His Church. It is a miracle that we can say today that **BYU-Pathway is a school in Zion, wherever Zion is.**³

— ELDER KIM B. CLARK, *emeritus General Authority Seventy*

“

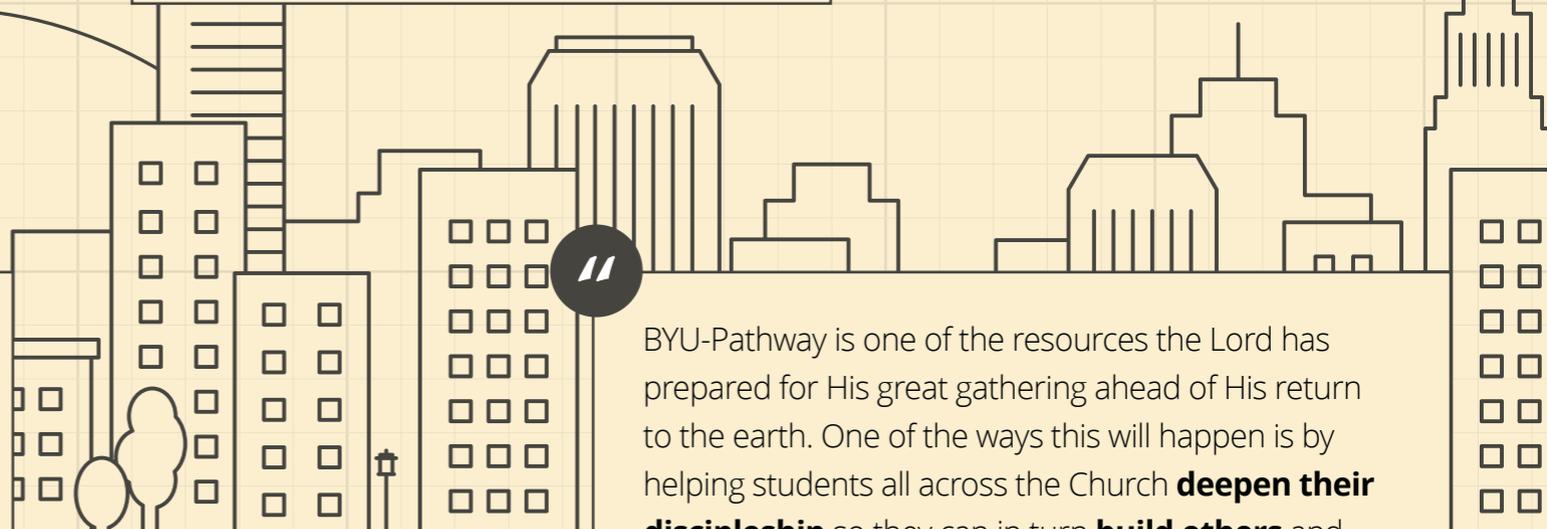
As we build disciple leaders and make the blessings of education available and affordable to more of God's children — thus bringing the Holy Ghost more fully into their lives — we will assist in **filling the world with truth and light** and help bring an increasing number of the willing hearted and their families to Christ.⁴

— PRESIDENT BRIAN K. ASHTON, *BYU-Pathway Worldwide*

“

BYU-Pathway is one of the resources the Lord has prepared for His great gathering ahead of His return to the earth. One of the ways this will happen is by helping students all across the Church **deepen their discipleship** so they can in turn **build others** and **build the Church.**⁵

— ELDER CLARK G. GILBERT, *Commissioner of the Church Educational System*





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Ryan Carstens, *System Liaison Officer*

Troy Davis, *Chief Information Officer*

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-
1. Doctrine and Covenants 97:21; see also Brian and Melinda Ashton, "Building Zion" (BYU-Pathway Worldwide devotional, Sept. 20, 2022), byupathway.org/speeches
 2. Moses 7:18; see also 4 Nephi 1:3, 15-17
 3. Kim B. Clark, "BYU-Pathway Worldwide: A School in Zion" (BYU-Pathway Worldwide president's dinner, Oct. 11, 2018), byupathway.org/speeches
 - 4 and 5. See endnotes on page 11



New and Noteworthy

In 2022, BYU-Pathway Worldwide participated in the inauguration of a new president and introduced additional resources to improve the student experience

New president inaugurated

Brian K. Ashton was inaugurated as the second president of BYU-Pathway Worldwide on March 10, 2022. President Dallin H. Oaks and Elders Jeffrey R. Holland, D. Todd Christofferson, and Clark G. Gilbert participated; and students recorded music to create a worldwide choir.

“I consider the creation of BYU-Pathway Worldwide to be the most important and most far-reaching development in the Church Educational System since the creation of Seminaries and Institutes of Religion over a century ago.”

— ELDER JEFFREY R. HOLLAND

English learning for missionaries

In January 2022, EnglishConnect for Missionaries was launched in partnership with the Missionary Department. This program will provide English language learning opportunities to more than 20,000 young, full-time missionaries each year. Learning English can help missionaries as they serve and increase their opportunities for post-mission service, employment, and education — specifically through BYU-Pathway.

Needs-based tuition discount expansion

The Heber J. Grant Tuition Discount, previously only available during PathwayConnect, is now also available to online degree-seeking students. This has allowed more than 61,000 students serviced by BYU-Pathway who apply for the discount to receive 10, 25, or 50% off tuition (amount based on need).

Facilitating career development

BYU-Pathway began partnering with third-party staffing companies to connect its students with job opportunities. Additionally, BYU-Pathway is utilizing students as peer mentors to provide more personal support and employment opportunities so students can remain enrolled. The number of peer mentors increased from five in June 2022 to 501 by the end of 2022.

Africa Central Area enrollment growth

The Africa Central Area has experienced incredible growth, from 379 students in 2019 to 1,828 in 2022. To open more opportunities to participate in BYU-Pathway, the percentage of students of other faiths allowed to enroll in each gathering group in this area was increased from 20% to 30%.

Implementation of instructional teams

An instructional team consists of an instructor and a team of graders. Dividing teaching and grading responsibilities allows instructors to foster deeper connections with students, provide a consistent grading experience between courses, and decrease the average wait time for grades and feedback. This update will help BYU-Pathway to scale to better serve its ever-growing student population.

Partnering for student success

In another effort to scale, Anthology, a new student information system (SIS) anticipated to be operational in 2024, will allow BYU-Pathway and its partners to better serve all online degree-seeking students. This SIS update will systemically unite institutions in the Church Educational System through streamlined data storage, services, and tools for online students.

NO POOR AMONG US

BY ASHLEY CHRISTENSEN

Learn how BYU-Pathway Worldwide scholarships are helping to build self-reliance and eliminate poverty

While speaking about building Zion, Sister Melinda Ashton highlighted BYU-Pathway Worldwide's unique role:

No other Church institution has the worldwide reach and access to spiritually based, job-ready certificates and degrees like BYU-Pathway. BYU-Pathway can provide higher education that will help our students get out of spiritual and temporal poverty in nearly every place that the Church is organized. Those students in turn can help others to become self-reliant until there are no poor among us.¹

Why is having “no poor among us” such an important characteristic of Zion? In the Book of Mormon, unrighteous pride divided the Nephites. Some had the opportunity to learn because of their riches, while others did not.² But after Jesus Christ ministered to them, classes of the rich and poor no longer existed; they became a united people “because of the love of God which did dwell in [their hearts].”³

Similarly, BYU-Pathway seeks to provide education as an essential part of Heavenly Father's loving plan — and the way out of poverty. As students become more self-reliant, they are able to lift others in a way that continually builds Zion, spiritually and temporally, as they progress toward eternity.

A tuition discount for all students

In 2020, BYU-Pathway launched the Heber J. Grant Tuition Discount for students taking foundational PathwayConnect courses. Thanks to generous donors, the discount is now offered to online degree-seeking students serviced by BYU-Pathway as well.

All students can qualify for a tuition reduction of 10, 25, or 50% (amount based on need) by completing a lesson about President Heber J. Grant, who was known for his perseverance, love of learning, and focus on self-reliance. As students learn to manage their time and resources, they are better equipped to provide for their families, improve their communities, and serve in their congregations.

Faith Namusoke, an online degree-seeking student from Uganda, received the tuition discount and shared, “This low tuition is enabling me to acquire an education and better myself and also be in a position to help others.”

A significant need

BYU-Pathway's scholarships help students to lift themselves and others temporally and spiritually. Of more than 61,000 students, 82% have significant financial need.

BYU-Pathway has awarded a total of 101,000 scholarships, and 27% were awarded in Fall Semester 2022 alone. With the help of donors, BYU-Pathway can continue to provide access to affordable education to all of Zion, until there are no poor among us. 🙏



Faith Namusoke with her four children

1. Brian and Melinda Ashton, “Building Zion” (BYU-Pathway Worldwide devotional, Sept. 20, 2022), byupathway.org/speeches; see also Moses 7:18
2. See 3 Nephi 6:12
3. 4 Nephi 1:15



Andrés Romeu

Changing Careers and Circumstances

BY KATIE AUSTIN

See how BYU-Pathway Worldwide students are getting better jobs — before graduating

In 2022, BYU-Pathway Worldwide connected more than 1,300 students with remote jobs. Through its unique certificate-first approach and distinctive resources (including third-party staffing companies and peer mentors), students are able to get better jobs, increase their self-reliance, find financial freedom, and spend more time with their families.

Kim Johnson, BYU-Pathway's director of career services, said, "There are students throughout the world who need better jobs to continue their education and to change their circumstances. BYU-Pathway provides a forum to connect students to a variety of resources and job opportunities so they can gain skills and have a successful career."

Building self-reliance through certificates

BYU-Pathway provides students with marketable skills early in their degree to help them find jobs that pay more, increase their self-reliance, and become better disciples of Jesus Christ. Certificates typically take one year or less to complete and give students a credential they can use to find a better job, even before graduating.

In Argentina, Andrés Romeu chose BYU-Pathway because it allowed him to work while going to school. After receiving his first certificate, he interviewed for a job with JPMorgan Chase. He said, "When I told [an executive] that I was studying at BYU-Pathway, he told me, 'You made the right choice, and you're studying at the right place.' For me, it was very personal and a confirmation that all the sacrifice and the efforts were worth it, and he hired me."

With each educational milestone, Andrés earned a raise and a promotion. He has since helped recruit many BYU-Pathway students to his company.

Connecting students with remote jobs

By partnering with multiple third-party companies that connect students with remote jobs in higher wage nations, BYU-Pathway is able to help students gain above average salaries and leadership skills. Typically, students double the salaries they were making previously.

Andrés Felipe Gómez Guerra from Colombia was a welder struggling to make ends meet. He wanted to better provide for his family and felt inspired to enroll in BYU-Pathway. After completing PathwayConnect, Andrés was hired at a bilingual contact center and increased his salary. After finishing his administrative assistant certificate, he connected with Bloom, a third-party staffing company that helps students get remote jobs. Now working there as a success manager, he's earning more than eight times what he was making seven years ago! With greater financial stability, Andrés has been able to enjoy more time with his family and serve in the Church.



Andrés Felipe Gómez Guerra and his family

"I know with all my heart that BYU-Pathway has been inspired by God to bless the lives of all His children who need and want a high-quality education but who, due to economic and time challenges, cannot obtain it in their countries."

— **ANDRÉS FELIPE GÓMEZ GUERRA**, *Colombia*

Peer mentoring

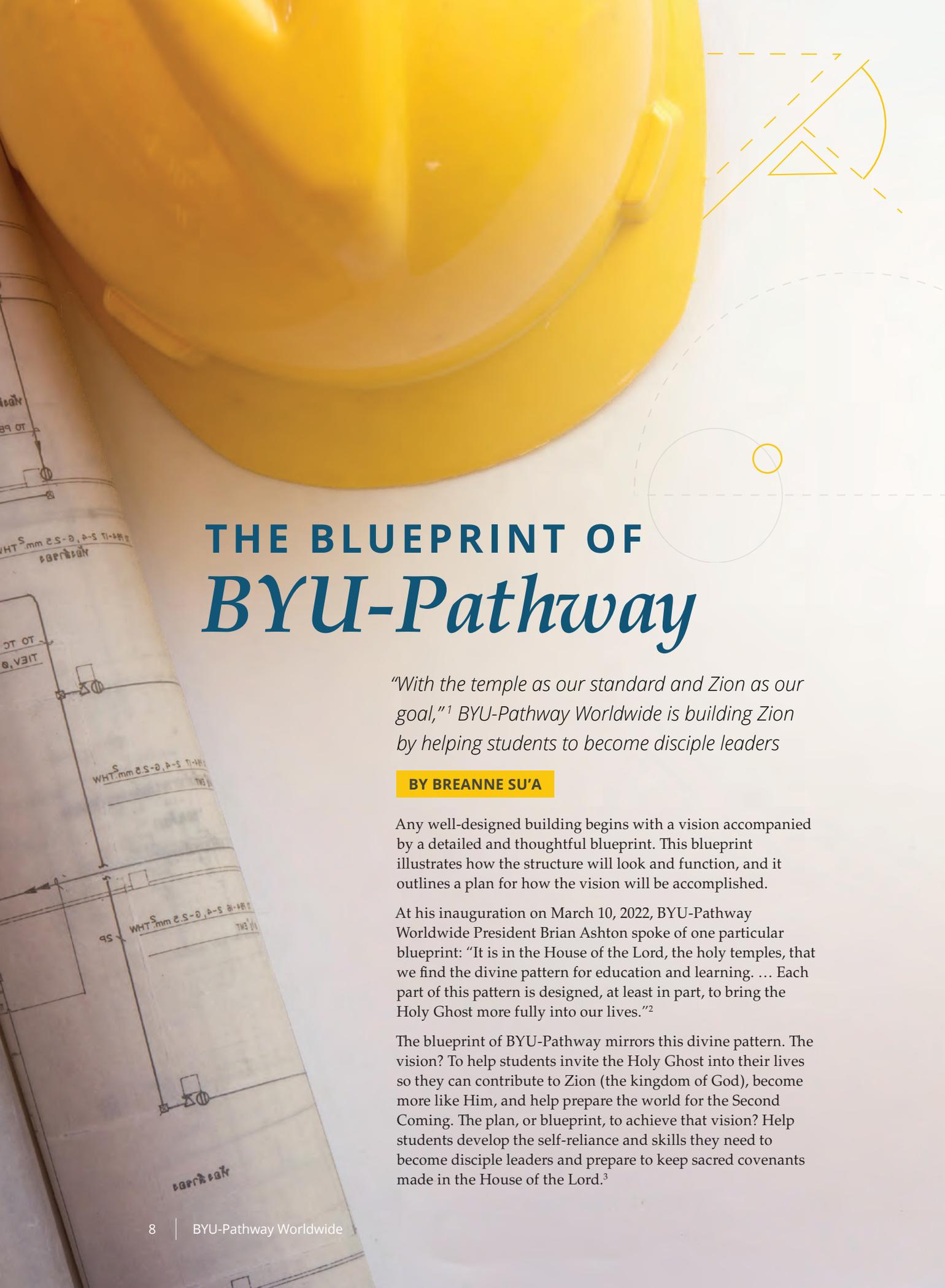
More than 500 students also work as peer mentors to help BYU-Pathway students succeed academically, professionally, and spiritually.

Sajjal Zia, an online degree-seeking student from Pakistan, is a peer mentor. This opportunity gave her a stable job, income, and confidence to pursue a career in graphic design. She said, "Working as a peer mentor has blessed me to pay my own tithing, save money for my education, and afford my expenses. God is preparing me for my future, and because of this, I have a positive feeling about the future and my goals." Currently, Sajjal is pursuing certificates in graphic design and web development, as part of her degree from BYU-Idaho.

Though these students' experiences are remarkable, they are not unique. BYU-Pathway provides students with the resources and support they need to gain spiritual, educational, and financial knowledge — propelling students beyond their current circumstances to brighter opportunities. 🌟



Sajjal Zia



THE BLUEPRINT OF *BYU-Pathway*

“With the temple as our standard and Zion as our goal,”¹ BYU-Pathway Worldwide is building Zion by helping students to become disciple leaders

BY BREANNE SU’A

Any well-designed building begins with a vision accompanied by a detailed and thoughtful blueprint. This blueprint illustrates how the structure will look and function, and it outlines a plan for how the vision will be accomplished.

At his inauguration on March 10, 2022, BYU-Pathway Worldwide President Brian Ashton spoke of one particular blueprint: “It is in the House of the Lord, the holy temples, that we find the divine pattern for education and learning. ... Each part of this pattern is designed, at least in part, to bring the Holy Ghost more fully into our lives.”²

The blueprint of BYU-Pathway mirrors this divine pattern. The vision? To help students invite the Holy Ghost into their lives so they can contribute to Zion (the kingdom of God), become more like Him, and help prepare the world for the Second Coming. The plan, or blueprint, to achieve that vision? Help students develop the self-reliance and skills they need to become disciple leaders and prepare to keep sacred covenants made in the House of the Lord.³

“BYU-Pathway is one of the resources the Lord has prepared for His great gathering ahead of His return to the earth. One of the ways this will happen is by helping students all across the Church deepen their discipleship so they can in turn build others and build the Church.”⁴

— ELDER CLARK G. GILBERT, *Commissioner of the Church Educational System*

Deepening discipleship through the Holy Ghost

BYU-Pathway seeks to develop disciples of Jesus Christ by following the divine pattern of learning found in temples of The Church of Jesus Christ of Latter-day Saints. It accomplishes this by:

- Focusing students on Jesus Christ and covenants made in holy temples,
- Teaching pure truth in the context of the plan of salvation and helping students to apply those truths, and
- Providing students with opportunities to serve and become self-reliant.⁵

President Ashton said, “If we do our jobs well, the righteousness and truth that our students embody will cause those they serve to follow [their] lead without regard to [their] callings or positions. This will lead to lasting change among those our students influence. BYU-Pathway and its partners can only build these types of leaders as we help them bring the Holy Ghost into their lives.”⁶

Equipped with the Holy Ghost, BYU-Pathway students gain the confidence and skills they need to have a lasting impact on their circles of influence. And with an ever-growing student population, these future disciple leaders will spread throughout the world as they build Zion.





The Santos family was sealed for time and all eternity in the Campinas Brazil Temple.

BYU-Pathway students are building Zion

For André Santos from São Paulo, Brazil, EnglishConnect and BYU-Pathway Worldwide kick-started his path as a disciple leader. His wife, Carla, had a friend who is a member of the Church invite them to join EnglishConnect, which teaches individuals English in an environment of fellowship and faith. André and Carla eagerly agreed, knowing that learning English would bless their family.

“EnglishConnect has the power to change lives,” André said. “It helped us become more confident and learn how to organize our schedule, prioritize our tasks, and dedicate more time to our self-development. EnglishConnect improved our leadership and made us into professionals that the job market is looking for.”

EnglishConnect was the Santos family's introduction to the Church. In each course, they learned more about Jesus Christ and His gospel, and in December 2020, they chose to be baptized.

After completing EnglishConnect 3, André felt inspired to continue his education with BYU-Pathway. As he started courses, his desire to serve deepened, and he was called as the first counselor in his ward's Sunday School presidency. However, the academic part did not come easily.

As a new English learner, André struggled with assignments and didn't attend many weekly gatherings. Although he failed PC 101: Life Skills, he was determined to continue. In PC 102: Professional Skills, he learned principles to become a better

leader in his family, church, and professional life, but he still struggled to apply what he was learning. After deciding to restart PathwayConnect, he prayed for help and created a success plan: “I said I would get a grade A in all three semesters, and I did it!”

When André started looking for a job, many of his interviews were in English. With his new portfolio of skills, he was hired as a financial planning and analysis expert for HP Inc. in Brazil. To stay competitive in the job market, André is pursuing a bachelor's degree online in applied technology from BYU-Idaho, supported by BYU-Pathway.

“I can better support my family when I follow the principles of Jesus Christ, when I serve well in my Church calling, and when I can be a good professional in my job by applying all the new things I learned in BYU-Pathway.”

— **ANDRÉ SANTOS**, *Brazil*

In June 2022, the Santos family was sealed in the Campinas Brazil Temple, and André was later able to baptize his daughter. As Elder D. Todd Christofferson shared at the inauguration, “There seems to be no end to the good that can come from being a part of BYU-Pathway Worldwide.”⁷

“Now as we build disciple leaders and make the blessings of education available and affordable to more of God’s children — thus bringing the Holy Ghost more fully into their lives — we will assist in filling the world with truth and light and help bring an increasing number of the willing hearted and their families to Christ.”⁸

— PRESIDENT BRIAN K. ASHTON, *BYU-Pathway Worldwide*

Emulating the divine pattern of learning

So what details in BYU-Pathway’s blueprint are helping students like André to become disciple leaders so they can contribute to Zion? Here are a few of the ways BYU-Pathway is providing such an opportunity to potentially millions of students:

Providing English learning opportunities

Many students enter BYU-Pathway through EnglishConnect. In 2022, EnglishConnect for Missionaries was launched for young, full-time missionaries who do not speak English (see page 4). With courses offered in English, BYU-Pathway also helps non-native English speakers to improve their skills and increase their opportunities for education, employment, and service.

Removing technology barriers

Access to affordable data and devices is a luxury many BYU-Pathway students do not have. To improve the student experience, continual efforts are made to decrease the amount of data needed to participate in BYU-Pathway, simplify systems, and find new ways to provide students with access to laptops and the internet.

Making higher education affordable

Scholarships are one way BYU-Pathway is removing cost barriers for students (see page 5).

The Heber J. Grant Tuition Discount is needs-based and allows all students to receive up to 50% off. The Returned Missionary Scholarship offers 25% off to PathwayConnect students who have returned from a mission in the past 60 months. Lastly, peer mentors can offer the Mentor Bridge Scholarship to students with additional financial need.

Decreasing the time to graduation

With the average BYU-Pathway student only taking one or two 14-week courses at a time, it could take seven or more years to graduate with a bachelor’s degree. In 2022, the first two PathwayConnect courses were adjusted to last seven weeks each. Eventually, all online BYU-Pathway courses will be moved to a seven-week block schedule, making it possible for students to graduate in three to four years.

Preparing students for careers

In an effort to help students become self-reliant leaders, BYU-Pathway began partnering with third-party staffing companies to help connect students with potential employers. Using its own students as peer mentors has provided additional job opportunities. BYU-Pathway’s certificate-first curriculum design has continued to help students earn milestones on their way to a degree and improve employment. (See pages 6–7.) 

1. Brian K. Ashton, “Patterned After the House of the Lord” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches
2. Ibid
3. See also Brian and Melinda Ashton, “Building Zion” (BYU-Pathway Worldwide devotional, Sept. 20, 2022), byupathway.org/speeches
4. Clark G. Gilbert, “Pathway is for the Kingdom” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches
5. See Brian K. Ashton, “Patterned After the House of the Lord” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches
6. Ibid
7. D. Todd Christofferson, “Remarks at Inaugural Dinner” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches
8. Brian K. Ashton, “Patterned After the House of the Lord” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches



BRINGING LIGHT TO GENERATIONS

BYU-Pathway Worldwide students are connecting with their past and transforming their families through education

BY NATALIA WARD

At President Brian Ashton's inaugural dinner, Sister Melinda Ashton shared the impact her family's emphasis on education had on her life:

Gaining an education changes the trajectory of a family. It raises expectations and influences plans and choices. Because my parents and grandmothers had all received university degrees, I thought it was normal and natural for me to receive one as well. I never had to agonize over the decision of whether I was capable of obtaining a degree or determine if it was worth the cost. ... I desired to continue to receive those blessings and to share them with my future family. ... That is the lasting impact of education and one reason why the work we do at BYU-Pathway is so important. It changes generations.¹

As BYU-Pathway Worldwide continues to offer access to low-cost education, students will grow in light and knowledge, brightening opportunities for generations to come.

Connecting with the past

Joyce Forman is a 90-year-old BYU-Pathway student from Nevada, USA, and she was just a baby when she lost her mother. Of the little she knew about her mother, Joyce knew she was passionate about education.

Joyce was inspired by her mother's example of earning a degree and wanted the same for her own six children, 33 grandchildren, 98 great-grandchildren, and one great-great-grandson. So, at the age of 87, Joyce started BYU-Pathway and will complete her professional studies degree from BYU-Idaho in July 2023.

"I'm going back to school to get my degree so when I meet my mom [after this life], I can say I got it."

— JOYCE FORMAN, Nevada, USA



Joyce with her husband and six children



Influencing the present

Norene Jensen from Utah, USA, said, “People don’t realize the true impact of BYU-Pathway. It’s not just a ripple; it’s tidal waves.” Norene learned about BYU-Pathway from her daughter and son-in-law. After visiting one of their gatherings, she felt inspired to enroll. Since then, Norene’s other daughter and four of her grandchildren have also joined.

“Three generations of our family have enjoyed BYU-Pathway,” said Norene. “We have all supported one another through our studies. Our education will influence generations to come. I feel like I’m learning to become a disciple of Jesus Christ. It’s like He’s saying to me, ‘You’ve got it.’”

Impacting future generations

Before participating in BYU-Pathway, Ekpenyong Etim from Nigeria worried about being able to provide for his family. He said, “I was earning just enough to go on with life, and most times, I could not take care of my family.”

Ekpenyong knew he had to change something if he wanted better for his two young children. He chose to exercise faith and joined BYU-Pathway. Close to completing his associate degree, he was offered a remote job that’s helping him earn three times more than before.

Ekpenyong’s education has helped him provide for his family’s temporal needs, strengthen them spiritually, and, ultimately, give them brighter futures.



Ekpenyong with his wife and two children

“BYU-Pathway has given me a life where I can take care of my family. I spend more time at home, which brings me joy and contentment.”

— EKPENYONG ETIM, Nigeria

Speaking of the far-reaching impact of BYU-Pathway, Elder Jeffrey R. Holland said, “The instant success of this educational service is evidence enough of the reception it will continue to get around the world, holding aloft for all to see the hope that it instills and the good that it does for one generation after another, after another.”²

1. Melinda Ashton, “The Transformative Blessings of Education” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches
2. Jeffrey R. Holland, “Inauguration Remarks” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches



BETTER TOGETHER

BYU-Pathway Worldwide and its partner institutions will accomplish great things as they work in unity

BY NATALIA WARD

Unity is an essential characteristic of Zion. In a BYU-Pathway Worldwide devotional, President Brian Ashton said, “We will seek to build Zion by being of one heart and one mind, living righteously, and eliminating spiritual and temporal poverty.”¹ To accomplish this, BYU-Pathway is uniting with four other Church Educational System (CES) institutions to better serve thousands of students whom the Lord has prepared for higher education.

Seminaries and Institutes of Religion

BYU-Pathway students take institute courses in conjunction with their foundational PathwayConnect courses. Institute is the key to their spiritual education and helps them learn to involve the Lord in their studies and in their lives.

BYU-Idaho and Ensign College

In partnership with BYU-Idaho and Ensign College, BYU-Pathway offers students access to a variety of online certificates and degrees. To become of one heart and mind, these three institutions are adopting Anthology, a student information system anticipated to be operational in 2024. Online student data that

was previously divided between institutions will now be housed by BYU-Pathway, which will greatly simplify student services, tools, and the application process.

Additionally, the Heber J. Grant Tuition Discount — a needs-based discount of 10–50% off previously available only during PathwayConnect — is now offered to all online degree-seeking students serviced by BYU-Pathway.

“We are excited to be part of a partnership that will bring skills-based, career-oriented education to more people who need it. Ensign College and BYU-Pathway working together will bless individuals and families around the world.”

— **BRUCE C. KUSCH**, *Ensign College president*

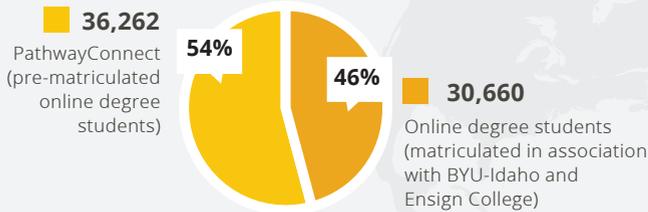
BYU-Hawaii

Students living in the Pacific Islands, Asia, and the Philippines who have completed PathwayConnect receive priority consideration for admission to BYU-Hawaii. Through this unified effort to serve the “hidden many,” the Lord is keeping His promise to “remember those who are upon the isles of the sea.”²

2022 Facts and Statistics



61,338 STUDENTS SERVED



Students may be in PathwayConnect and an online degree program in the same year.

GEOGRAPHIC SPREAD

Region	Number of Students
International	34,733
U.S. & Canada	26,605



180+ COUNTRIES

HIGHEST ENROLLING COUNTRIES

- Philippines (3,704 students)
- Nigeria (2,722 students)
- Brazil (2,037 students)

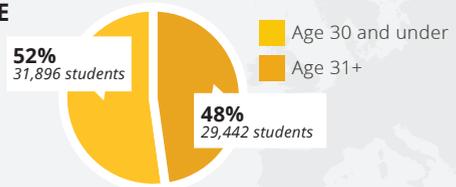
50 STATES

HIGHEST ENROLLING U.S. STATES

- Utah (9,100 students)
- California (2,214 students)
- Arizona (2,034 students)

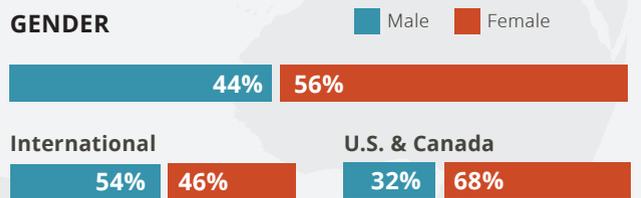
DEMOGRAPHICS

AGE



30
Median Age

GENDER



KEY OUTCOMES



Becoming true partners

The steps toward unification have already blessed students. Raynerson Maia from Brazil was unemployed when he enrolled in BYU-Pathway and institute courses. He said, “After PathwayConnect, I earned a construction field supervision certificate from BYU-Idaho. I applied to the U.S. Embassy in Rio de Janeiro and was offered a position as a safety program coordinator for the overseas building

operations. I wouldn’t have had this opportunity if it were not for BYU-Idaho and BYU-Pathway.”

President Ashton said, “These partnerships are vital to the success of BYU-Pathway and our students.”³ These collaborative efforts will help all involved institutions become experts in what it means to be true partners. 🌀

1. Brian and Melinda Ashton, “Building Zion” (BYU-Pathway Worldwide devotional, Sept. 20, 2022), byupathway.org/speeches; see also Moses 7:18
2. 2 Nephi 29:7
3. Brian K. Ashton, “Patterned After the House of the Lord” (BYU-Pathway Worldwide inauguration, Mar. 10, 2022), byupathway.org/speeches

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"Disciple Leaders Building Zion"
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