

**International Board of Education**  
**International Board of Ministerial and Theological Education**  
General Conference of Seventh-day Adventists

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# **Handbook**

for the Approval of  
**New Institutions and Campuses**  
in Seventh-day Adventist Higher Education

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Silver Spring, Maryland, U.S.A.

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## Introduction

This *Handbook* has been prepared with the purpose of assisting relevant bodies in the process of applying for and obtaining the approval of the International Board of Education (IBE) or the International Board of Ministerial and Theological Education (IBMTE) for new institutions, including upgraded institutions, and for new campuses. It also contains guidelines for the reviewers of a new institution or campus, a process based on an evaluation of the feasibility report, as well as an on-site assessment.

## Policy Background

The General Conference IBE is the primary vehicle through which the General Conference Department of Education coordinates Seventh-day Adventist education. It is authorized to act in the areas that are indicated in the General Conference Working Policy FE 20 15.

The IBE is governed by a representative board chaired by a General Conference vice president. Among the duties of the IBE are the following:

- To establish general guidelines, coordinate the interrelationship between division programs, and maintain general direction of the education program of the Church.
- To approve the establishment or discontinuance of tertiary-level schools and programs, the upgrading of post-secondary institutions, the affiliation of schools across division boundaries, and the implementation of interdivision extended-campus programs.
- To coordinate, through the Committee on Seventh-day Adventist Theological Education, the total program of theological studies throughout the world field, including the approval of seminaries and advanced programs in religion, theology, and ministry, including the area of missions.
- To coordinate all interdivision programs of professional education.

Institutions and programs in Ministerial and Theological education are under the purview of the IBMTE, as documented in General Conference Working Policy FE 20 20. At the time of the publication of this *Handbook*, the IBMTE had voted to utilize joint processes and instruments with the IBE for new ministerial and theological institutions and campuses.

## Approval Process for New Institution or Campus

The initiation of a request to establish a new institution, upgraded institution, or campus in the Seventh-day Adventist education system, granting bachelor's degrees or higher<sup>1</sup>, will normally come from the constituent Union or Division where the proposed institution or campus will be situated. If initiated by a Union, the Division Department of Education and officers should be involved in the discussion at an early stage. Once consensus has been reached about the benefit of such an institution or campus, the Union/Division will prepare a feasibility study and host an on-site survey team led by the General Conference Department of Education, according to the guidelines presented below. The feasibility study and on-site report will form the basis of a decision on the appropriateness of the establishment of the new institution or new campus, or the upgrading of an existing institution to offer bachelor's degrees.

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<sup>1</sup> New or upgraded institutions that will grant qualifications lower than a bachelor's degree, such as an associate degree or a vocational/professional diploma, are typically assessed and may receive final approval at the level of the Division Board of Education. These institutions are not normally reviewed or approved by the International Board of Education. The Division Board of Education may utilize or adapt the procedures and criteria presented in this Handbook.

The IBE will take the final decision on approval and, if positive, will grant pre-candidacy, or institutional and program candidacy (see the section *Meaning of the Status Levels* for an explanation of these categories). Once candidacy has been granted, IBE will then inform the Adventist Accrediting Association (AAA) of this status in order that the initial accreditation visit to the institution can be scheduled after the completion of the period of candidacy. Only those institutions that meet AAA accreditation criteria and have been accredited by the AAA will be officially recognized as denominational higher education institutions. As such, they will be listed in the *Seventh-day Adventist Yearbook* and in the *Directory of Seventh-day Adventist Colleges and Universities*.

Although the General Conference Department of Education will not be involved by policy until the presentation of the approved feasibility study by the Division Board of Education to the International Board of Education, applying organizations are advised to keep the General Conference Department of Education informed of their plans and progress. This will allow the Department to keep the approval process moving expeditiously.

## **Preparing a Feasibility Report**

The decision by a Union/Division to initiate plans for a new college or university should be based on the perceived need of the church in the relevant area of the world for the education programs that it is proposed that the institution or campus will offer. These should be directly related to the educational strategic plan of both the Union and the Division where the institution or campus will be based. It is therefore the responsibility of these organizations to choose a team to prepare the feasibility report that represents a range of relevant expertise, and that will be objective in their consideration of the proposal. The team should include, at a minimum, individuals experienced in higher education administration (preferably in a similar type of institution to the one proposed), church administration, finance, and library science and/or technology, as well as specialists in the disciplines in which academic programs will be offered.

A formal feasibility study will explore whether the proposed plan is supportable from the perspective of mission, resources (staff, finance, land, and facilities), and market.

The resulting report will then include at least the following information:

- Proposed institutional mission, including the relationship between this mission and Union/Division educational strategy
- Evidence of the support of the church constituency in the Union and/or Division
- A profile of the proposed institution or campus
- How educational standards will be introduced and maintained—admission qualifications, curricula for new programs, and graduation requirements
- Likelihood of local recognition/accreditation, with evidence of government approval, or actions the institution will need to take to obtain such approval
- The facilities needed—land, classrooms, accommodation for students and staff, library and technology, teaching resources, etc. and how these will be financed
- A description of how the institution or campus will be governed
- The administrative, faculty, and specialized staff (e.g., library, technology) required, their availability, projected qualified Adventist staff, etc.
- A budget for startup costs, including sources of income and anticipated expenses
- A budget for the first five years of operation

- Financial analysis of the viability of the proposal: including percentage of budget expected from church subsidy and tuition, as well as documentation indicating the level of ongoing financial commitment the constituent Union(s)/Division intend to provide to the institution or campus
- A market survey documenting availability and interest by prospective Seventh-day Adventist students, as well as local community need for proposed programs with supporting evidence
- A detailed timeline leading to opening date of institution or campus
- Documents relating to advice received from external consultants on the new plan

Appendix A provides a template that should be used when writing a feasibility report for a new or upgraded institution. Appendix C provides a template that should be used when writing a feasibility report for a new campus.

## **Approval by Division Committees**

Once the feasibility study is prepared, the Union(s)/Divisions involved in the application should discuss the proposal at the Division Board of Education/Executive Committee level. These committees must be satisfied that the application provides sufficient evidence that:

- The programs of the proposed institution or campus support the mission of the church
- The church will be able to afford the capital expenses of founding the institution or campus, as well as the on-going expenses of maintaining the facilities and program at the expected level of an accredited institution
- The appropriate Seventh-day Adventist staffing can be found and/or developed to ensure ongoing mission focus and a quality educational product
- The profile of the institution or campus is clear and supportable
- The application will not negatively impact other institutions in the Division

If, after careful consideration of the above factors, the relevant committees vote to support the proposal for an establishment of a new institution or campus, the feasibility report, along with a copy of the actions taken, should be sent to the Education Department of the General Conference with a formal request that the proposal be processed through the corresponding channels. The staff of the Department of Education will then normally plan for an on-site visit on behalf of the International Board of Education.

## **On-Site Visit**

### Planning the visit

In arranging an on-site visit, the General Conference Department of Education will consult with the Division Director of Education to appoint an on-site team. The General Conference Department of Education liaison for that Division will normally serve as the chair of the team, and the Division education director as the secretary. The team members will provide a range of expertise, as well as both local and international perspectives on the application. Individuals involved in developing the feasibility study may be used as advisors during the visit, but not as voting members of the team.

It will be the responsibility of the local Union/Division requesting the visit to provide accommodation and local travel for team members, as well as the full travel expenses of any individuals not in church employment. All fares will be paid at economy rate. It will be the responsibility of the respective employing organization to pay for the travel of all team members employed within the church. In the cases of inter-division travel, the sending institution/organization may negotiate with a split expense on

travel with the receiving Division and/or General Conference Department of Education. Team-members will be responsible for their own travel plans and for informing the local contact of these arrangements.

If the General Conference Department of Education has been notified well in advance of the intent of a Division to submit an application for a new institution or campus, the on-site visit will normally take place within three months of the receipt by the General Conference of a completed feasibility study that has been endorsed by the respective Division. This study will be forwarded to all team members, at least one month prior to the start of the visit.

The team chair for the visit will set the timetable for the visit with the receiving Division Director of Education, after consultation with those responsible for receiving the visit.

### The visit

The basis of the on-site visit will be the feasibility report. Interviews and observations on site will focus on confirming the conclusions of the report. In response, the team will write an independent report to the International Board of Education. In doing so, the team will be concerned with the following:

- Does the application further the mission of the church in the respective area of the world?
- Is there sufficient financial backing for the capital development required to start the institution or campus?
- Is the financial plan for the ongoing operation of the institution or campus realistic?
- Will the recommended physical facilities be adequate for the programs to be offered?
- Is there sufficient evidence to suggest that appropriate administration, faculty, and specialty staff will be available for the operation of the institution or campus according to AAA criteria?
- Has there been sufficient market research to justify the need for (a) the institution or campus, and (b) the proposed programs of study?
- Will it be likely that the institution or campus as proposed will be able to deliver an education program that will meet the requirements of AAA accreditation?
- Will the plans enable the institution to receive local government accreditation? (This is recommended by AAA, except in cases where government regulations make this impossible.)
- Is the timeline for starting the project realistic?
- Is the application likely to negatively impact other Seventh-day Adventist institutions?

The team will also vote a recommended action to IBE, according to the options in the following section. The completed report should be forwarded to the secretary of IBE within one month of the completion of the on-site visit.

A template for the report to be written by the team for IBE regarding a new institution can be found in Appendix B. A template for the report to be written by the team for IBE regarding a new campus can be found in Appendix D.

### Team recommendation regarding a new institution

One of the following overall recommendations regarding a new institution will be made to the IBE by an on-site team:

1. *Approval for institutional and program candidacy, with no conditions or recommendations.* This will be appropriate when the team concurs that the feasibility study for the new institution is sound and supportable, that the applying organization is cognizant of the major hurdles to the success of their project and have solutions in hand, and that the curriculum and academic processes are sufficiently developed that they can be judged as equitable to similar programs in

other AAA accredited institutions. Candidacy would normally be for a two-year period, with an initial AAA visit to take place after the end of that period.

2. *Approval for institutional and program candidacy, with recommendations.* This will be appropriate when the on-site team agrees that the feasibility study for the new institution is sound and supportable, but that there are remaining issues that have not yet been identified and/or addressed by the applying organization. While these will not be sufficiently serious to delay the project, they should be given priority focus as plans continue, and the team will therefore identify them as recommendations. Candidacy would normally be for a two-year period, with an initial AAA visit to take place after the end of that period. The institutional and/or organizational response to the team recommendations, however, will be an important consideration when AAA makes its first formal visit to the institution. [Note: Candidacy should only be recommended when the team concludes that the institution will be able to meet full accreditation standards within the two-year period.]
3. *Approval for pre-candidacy, with institutional and program candidacy to be granted when certain conditions are met.* This recommendation will be appropriate when the on-site team concludes that the feasibility study for the new institution is basically sound and the project supportable, but the project/institution is still in the early stages of development, some key elements are missing from the study, or elements of the study suggest that there are some crucial areas of planning not yet in place that will impact on the success of the proposed institution. For example, there could be a lack of a clear financial plan, insufficient facilities or land for the proposed program, or little evidence submitted that there is a market for the institution and its proposed programs. If this recommendation is approved by AAA, the proposed institution will remain in pre-candidacy for up to a maximum of five years or until the conditions, which may include another site visit, are met. Institutions not meeting the conditions after five years will lose their pre-candidacy status.
4. *No approval.* This conclusion will be appropriate when in the view of the on-site team, there are serious doubts about the viability of the proposed institution, or when the team considers that the proposal operates counter to the mission of the Seventh-day Adventist church.

#### Team recommendation regarding a new campus

The following overall recommendations regarding a new campus of an institution accredited by the AAA can be made to the IBE by an on-site team:

1. *Approval, with no conditions or recommendations.* This will be appropriate when the team concurs that the feasibility study for a new campus is sound and supportable, that the applying organization is cognizant of the major hurdles to the success of their project and have solutions in hand, and that the curriculum and academic processes are sufficiently developed that they can be judged as equitable to similar programs in other AAA accredited institutions. The IBE will notify the AAA of the approval of the new campus and this campus will now form part of all subsequent AAA site visits to the institution.
2. *Approval, with recommendations.* This will be appropriate when the on-site team agrees that the feasibility study for a new campus is sound and supportable, but that there are remaining issues that have not yet been identified and/or addressed by the applying organization. While these will not be sufficiently serious to delay the project, they should be given priority focus as plans continue, and the team will therefore identify them as recommendations. The IBE will notify the AAA of the approval of the new campus, with recommendations. This campus will now form part of subsequent AAA site visits to the institution, and the institution will be

expected to provide evidence regarding the fulfillment of all IBE recommendations at the time of the subsequent AAA site visit.

3. *Approval, subject to the fulfillment of specified conditions.* This recommendation will be appropriate when the on-site team concludes that the feasibility study for a new campus is basically sound and the project supportable, but the project is still in the early stages of development, some key elements are missing from the study, or elements of the study suggest that there are some crucial areas of planning not yet in place that will impact on the success of the proposed campus. For example, there could be a lack of a clear financial plan, insufficient facilities or land for the proposed campus, or little evidence submitted that there is a “market” for the institution and its proposed programs. The institution will typically be given a maximum period of two years to fulfill any conditions, otherwise another feasibility study and corresponding site visit will be required. Once the institution has presented adequate evidence that all conditions have been fulfilled, which may require on-site verification by the IBE, the IBE will notify the AAA regarding the approval of the new campus.
4. *No approval.* This conclusion will be appropriate when in the view of the on-site team, there are serious doubts about the viability of the proposed campus, or when the team considers that the proposal operates counter to the mission of the Seventh-day Adventist church.

#### Dissemination of the report

The chair of the visiting team will share the findings of the full team at an exit meeting with the relevant administrators who submitted the original proposal. While the report is not official until voted by IBE, the applicants can consider this a draft report and start to act immediately on conditions and recommendations. However, the exit meeting is a reporting session only and applying organizations should not use this as a time for debate. Only matters of factual accuracy can be corrected.

#### Expectations for professionalism

During a site visit, each member of the team will be expected to demonstrate the best qualities of a Seventh-day Adventist professional:

1. Professionalism in preparing for the visit (by becoming acquainted with the feasibility study and the context of the proposed institution or campus), in fulfilling promptly assignments as a member of the team, in expressing judgment, and in all personal contacts and statements during the visit.
2. Confidentiality in reporting any sensitive information that has been entrusted, both during and after the visit.
3. A constructive spirit that assesses objectively the feasibility study of the proposed institution or campus and its programs, and that seeks opportunity to assist the applicant organization in strengthening its application.
4. Avoidance of any unethical behavior, such as drawing unfair comparisons with other institutions, showing prejudice or conflict of interest, or using the opportunity to recruit faculty, staff, or students for another institution.
5. Adhering to the principle that only the chair of the committee has the right to speak for the committee.

The applicant administrators will also be expected to show their professionalism in:

1. Cooperating with the site visit by providing documents as requested and in a timely manner.
2. Not pursuing personal agendas with the team members.



3. Accepting the response of the team to the institution in an open and constructive manner, using the recommendations to strengthen the quality and mission of the proposed institution or campus.

## Approval by the International Board of Education

The International Board of Education will be concerned with the feasibility report, the actions of the relevant Division, the relationship between the application and the stated strategy of that Division for higher education, and the report from the on-site visiting team. It must be satisfied that:

- The establishment of the institution or campus, along with its profile, supports the mission of the church and is aligned with the voted strategy for that Division.
- The Union and/or Division will be able to afford the capital expenses of founding the institution or campus, and the on-going expenses of maintaining the facilities and programs at the expected level for higher education.
- The proposed institution or campus is likely to meet the accreditation standards of the church, as identified by AAA.

In acting, the Board will both vote on recognition of the new institution or campus and will inform the AAA of this action. The Adventist Accrediting Association will be responsible for the accreditation of the institution or campus, and its programs.

## Meaning of the Status Levels

Once an institution is in *pre-candidacy*, the liaison from the General Conference will work with the corresponding Division Education Director to assist the new institution or campus in reaching the standards necessary for candidacy status. However, no recognition will be given by the AAA for programs of study undertaken in institutions that have not reached candidacy status, and institutions in pre-candidacy will not be listed or identified as accredited institutions. An institution in pre-candidacy shall not in any case be referenced as approved by the IBE or accredited by the AAA.

If a recommendation for *candidacy status* is supported by the AAA, the new institution will be scheduled for an initial accreditation visit upon conclusion of the period of candidacy. Once the institution has been accredited by the AAA, it will be listed in the *Seventh-day Adventist Yearbook* and in the *Directory of Adventist Universities and Colleges*. This Directory (also posted on the General Conference Department of Education website) recommends to other Seventh-day Adventist colleges or universities that programs of study undertaken by students in institutions in candidacy be fully recognized for transfer. While the final decision will remain with the receiving institution, normally other accredited Seventh-day Adventist institutions will accept the position of the AAA.

## Appeal Process

There are two occasions when an appeal can be submitted to IBE on actions related to the approval of new institutions or campuses. In each case, the reasons for the appeal must be predicated on one of the following: (a) the team or Board drew their conclusions based on inaccurate information, or (b) the team or Board failed to follow procedures or acted unprofessionally (for example, through conflict of interest, prejudice, etc.).

These two cases as follows:

1. Applying organizations/institutions can appeal the overall conclusion of the on-site team by writing a response to the team report. This will only be considered by IBE if the appeal is to the

major recommendation on candidacy and/or institutional or campus recognition. Disagreement with other statements in the report may be documented, but these will not constitute an appeal. An institution cannot appeal solely on grounds of disagreement with the team conclusion.

Any appeal should succinctly identify the reasons for disagreement with the findings of the site team, provide supporting evidence for the request for a differing conclusion, or documenting where the team did not follow procedure, and must be submitted within 30 days of the completion of the original report, or at least 48 hours before the meeting of the IBE Board, whichever is the earliest deadline. Two individuals, at the expense of the appealing body, may also choose to personally present their appeal at the meeting of the Board, but may not be present for the ensuing discussion and action.

2. If the International Board of Education changes the recommendation of the on-site team to the detriment of the applying organization, that organization can appeal the Board action by submitting a written request for a reconsideration of the action within 90 days of receiving notification. This request should provide reasons why the Board action is considered unfair by the organization and supporting documentation should be attached. This appeal will be considered at the next meeting of the IBE Board. Two individuals, at the expense of the appealing body, may also present their case before the Board, but may not be present for the ensuing discussion and action.

Appendix A

**Template for  
New Institution  
Feasibility Report**

# **Feasibility Report**

## **for New Institution**

Name of the proposed institution:

Location/address of the proposed institution:

Proposed opening date:

Submitting organization(s):

Level of the institution:

Educational programs to be offered:

Feasibility study team members (names, qualifications, and present job responsibilities):

Date approved by the Union Committee:

Date approved by the Division Board of Education:

Date submitted to the GC Education Department:

## Section A: Mission and Institutional Profile

*Please respond to each of the following, providing supporting documentation:*

1. What is the proposed institutional mission? (This may be given in the form of a mission statement or by identifying key elements of the intended mission.)
2. How does the proposed institutional mission align with and further the mission of the Seventh-day Adventist Church?
3. What evidence is there that the church constituency is supportive of the proposed institution, and that the application aligns with Union/Division educational strategy? (Provide results of surveys of the church constituency; actions taken by Unions/Division, etc.)
4. Provide a profile of the proposed institution. This should include the following information:
  - a. Level of institution—undergraduate, postgraduate, etc.
  - b. Nature of institution—seminary, liberal arts, science and technology, health professions, etc.
  - c. List of disciplines and degrees to be taught initially and plans for any additions in the first five years of operation
  - d. Proposed student numbers for the first five years
  - e. Number of students planned to be in residence, and if these will be single, married, etc.
  - f. Planned constituency— principally Seventh-day Adventist students; if not, the approximate percentage of Adventist students and from where the other students will come
5. Is the application likely to negatively impact other Seventh-day Adventist colleges or universities?

## Section B: Educational Standards

*Please respond to each of the following, providing supporting documentation:*

1. What will be the admission requirements? How do these compare with institutions of a similar nature in the country/region of the proposed institution?
2. For each degree program to be offered initially, a corresponding “Full Proposal for New Instructional Program” based on the template provided in the *IBE Handbook for the Approval of New Programs or Modalities*, must be attached to this application. List the names of the degree programs attached as new instructional program proposals.
3. Provide a description of the process whereby a comparison was made to similar programs of other institutions in the same country/region, and with other programs in similar Adventist institutions.
4. How will the unique Seventh-day Adventist focus of the institution will be emphasized in the curriculum?
5. What will the overall graduation requirements for all degree programs?
6. Will a graduate from the proposed programs (a) be eligible for employment related to the area of study, in the case of degree programs that directly prepare individuals for employment, and/or (b) be eligible for further study in the constituent countries of the proposed institution? (Please provide supporting evidence.)
7. Will the proposed institution be eligible for accreditation (or equivalent) from the local government? If not, explain what would be necessary for that to happen. (Please give supporting evidence.)

## **Section C: Facilities and Resources**

*Please respond to each of the following, providing supporting documentation; alternatively, provide a detailed facilities master plan that provides all the information requested below.*

### **Facilities**

1. What facilities (land, buildings, capital equipment) will be needed for the operation of the proposed institution? (Please identify overall land requirement, and then a building by building analysis of needs. Include building and room dimensions, an identification of how each room will be used, and basic furnishings—desks and chairs, beds, etc.)
2. Which of the identified facilities are already available?
3. What is the availability of water and electrical power to the proposed site and buildings?
6. What communication systems are accessible (telephone, satellite, internet, etc.)?
7. Provide a plan, with timeline, and financial plan, to develop the proposed campus from its present situation to the needed level for operation.

### **Resources**

8. What capital educational resources will be needed for the opening of the institution (library, computer, laboratory equipment, audiovisual equipment, etc.)? Justify these decisions.
9. What further capital resources will be needed over the first five years of institutional operation?
10. What financial plan is in place to ensure capital resources necessary for opening the institution are in place? (The financial plan for ensuing years will be included in Section E.)
11. Provide an explanation on how capital resources are being planned to support institutional mission and Seventh-day Adventist identity.

## **Section D: Administration and Staffing**

*Please answer each of the following questions, providing supporting documentation:*

1. What will be the proposed administrative structure of the institution, including relationships to the Board of Trustees and Union/Division committees?
2. What will be the structure of the Board of Trustees and what individuals with relevant expertise will be available to function on the Board?
3. Outline the numbers of administration, staff and faculty needed for opening of the institution. Include as a minimum top administration, faculty, librarians, information technology staff, halls of residence personnel, pastoral staff/chaplains. If names of prospective employees are known, provide these, along with qualifications and denominational affiliation for each. Where employees are not yet known, what availability of individuals is there that will be (a) qualified and (b) supportive of the message and mission of the church? What changes/additions are anticipated in the first five years?
4. Where appointed individuals will need further upgrading, please provide a timeline for how that will be achieved.
5. Provide an explanation on how human resources are being planned to support institutional mission and Seventh-day Adventist identity.



## Section E: Financial Analysis

Please provide the following financial information:

1. Provide a budget for startup costs for the institution. This should include sources of income and all anticipated expenses up to the official opening date of the institution.
2. Complete the following budget outline to project income and expenditure for the first five years of operation.

Financial Projection	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
Estimated number of students					
Annual tuition and fees per student					
Total tuition and fees revenue					
Other revenue sources					
1. Denominational subsidy					
2.					
3.					
Total revenue from all sources					
<b>Expenses</b>					
Administration (salaries and benefits)					
Faculty (salaries and benefits)					
Clerical/Support Personnel (total costs)					
Phased Capital Development Costs					
Equipment (including technology)					
Library resources					
Maintenance and depreciation					
Other major cost items (list below)					
1.					
2.					
3.					
4.					
Total expenses					
<b>Operating Gain (Loss)</b>					
Financial equilibrium enrollment: (Calculated as total expenses divided by the annual tuition and fees per student)					
Percentage of Total Anticipated Cost funded from Anticipated Tuition					

Percentage of Total Anticipated Cost funded from Denominational Subsidy					
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3. Provide an explanation on how financial resources are being planned to support institutional mission and Seventh-day Adventist identity.

## **Section F: Market**

*Please answer each of the following questions, providing supporting documentation:*

1. Provide information indicating the availability and interest of Seventh-day Adventist students in the proposed institution and programs.
2. If the proposal anticipates students attending the college/university from the local community/region, provide evidence that the institution will be marketable and that the selected programs are areas of need.
4. What measures will be put in place to facilitate access for Adventist students of limited economic means?

## **Section G: Timeline to Opening Date**

1. Provide a detailed timeline from the date of proposal submission to projected opening.

***The reports of external consultants used during the preparation of the feasibility study should be attached.***

Appendix B

**Template for  
New Institution  
On-Site Team Report**

International Board of Education  
International Board of Ministerial and Theological Education

# **New Institution Report**

## **Prepared by the Site Visit Committee**

Name of the proposed institution:

Location/address of the proposed institution:

Proposed opening date:

Submitting organization(s):

Level of the institution:

Educational programs to be offered:

Date(s) of the on-site visit:

**Summary Report of the Visiting Committee**  
**Regarding**  
**[Name of the Institution]**

To: The International Board of Education (IBE)  
From: The Site Visit Committee  
Date: [Dates of the visit]

**Report of Visit**

[Identify materials considered, individuals/groups met, and facilities visited.]

**Justification for Overall Recommendation**

[Provide a short summary of the findings of the team that led the team to the overall recommendation.]

**Overall Recommendation**

The site visit committee appointed to review the feasibility study for the new institution [name of the institution] met on-site [dates of the visit], reviewed the documents submitted, interviewed various members of the constituency and community, and conducted on-site observations.

Based on this data, the site visit committee recommends that the institution be granted:

[Specify only one of the following four options, deleting the other options from the report submitted.]

1. *Approval for institutional and program candidacy, with no conditions or recommendations.*

The academic programs receiving candidacy status are as follows:

1. Name of the academic program
2. Name of the academic program

2. *Approval for institutional and program candidacy, with recommendations. The institution is granted a two-year period of candidacy until [date] to fulfill the recommendations of this report. Upon the conclusion of this period, the AAA will make its first formal visit to the institution.*

The academic programs receiving candidacy status are as follows:

1. Name of the academic program
2. Name of the academic program

3. *Approval for pre-candidacy, for a maximum period of five years (until [date]) or until all conditions have been met, whichever takes place first. Institutional and program candidacy can be granted once verification, which may involve a subsequent site visit, has been established that all conditions have been met.*

Summary of the conditions contained in this report:

1. Condition 1
2. Condition 2

The academic programs included in the pre-candidacy status are as follows:

1. Name of the academic program
2. Name of the academic program

4. *No approval.*

### Site Team Members

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees], Chair  
Associate Director of Education  
General Conference

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees], Secretary  
Director of Education  
[Name of] Division

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]



**Full Report of the Visiting Committee**  
**Regarding**  
**[Name of the Institution]**

**Instructions:** This section of the report will usually be written before the summary report and will form a basis for its conclusions. Each section will respond to the corresponding section in the feasibility study, with interviews and observations supporting comments that are made. It is recommended that each section incorporate a narrative summarizing the findings of the team in each area, including what strengths have been identified and what outstanding issues need to be resolved. If in the view of the team the proposal in the section under consideration is sound, this should be identified at the end of that summary with a comment such as, “The team found adequate reason to support the application in the area of staffing.”

Even if a team considers an application sound in a given area, **recommendations** may still be added. These should be few, be clearly focused, and should identify the entity that should carry out the action recommended. Such recommendations will highlight areas for further work/consideration by the applying organization and the AAA, and typically lead to an overall recommendation of **approval for candidacy, with recommendations**. [Note: **Suggestions** can also be included. A suggestion represents a concept which the team considers to be helpful, but regarding which the institution is not required to render an account of fulfillment.]

If any of these recommendations are of such significance that in the view of the team they must be resolved before the application for candidacy can be supported, the team should identify these in the corresponding section as **conditions**. Such conditions will normally lead to an overall recommendation of **approval for pre-candidacy**. [Note: Recommendations and suggestions can also be included.]

If the team considers that areas of the proposal are completely inadequate so that the institution as profiled will compromise the mission of the church, this should be clearly identified in the relevant areas of the report. This will usually lead to an overall recommendation of **no approval**.

The questions listed under each section provide the team with guidance as they consider what elements should be included in the report under each main section. Aspects to be considered are not limited, however, to the questions listed.

[Note: All text in blue should be deleted from the final report. In each section, the number of conditions, recommendations, and suggestions is variable, depending on the findings. Further, if no conditions, recommendations, or suggestions are included under a given section of the report, that specific subsection can be deleted.]

## Section A: Mission and Institutional Profile

### *Key questions*

1. Is there a clear definition of institutional mission? Is it aligned with the mission of the Seventh-day Adventist Church?
2. Does the application further the mission of the church in the respective area of the world?
3. Is there evidence that the proposed institution will be supported by the church constituency and that the plans are in line with Union/Division educational strategy?
4. Is the proposed institutional profile supportive of Seventh-day Adventist mission, and is it realistic to the region where the institution will be situated? Comment regarding each of the following:
  - a. Level of institution—undergraduate, postgraduate, etc.
  - b. Nature of institution—seminary, liberal arts, science and technology institute, etc.
  - c. List of disciplines and degrees to be taught initially and plans for any additions in the first five years of operation
  - d. Proposed student numbers over the first five years
  - e. Number of students planned to be in residence, and if these will be single, married, etc.
  - f. Planned constituency—Seventh-day Adventist students only; if not, the approximate percentage of Adventist students and from where the other students will come
5. Is the application likely to negatively impact other Seventh-day Adventist colleges or universities?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section B: Educational Standards

### *Key questions*

1. Will it be likely that the institution as proposed will be able to deliver an education program that will meet the requirements of AAA accreditation?
2. Are the admission and graduation requirements clearly defined, and are they similar to those of other higher education institutions in the country?
3. Will the admission and graduation requirements ensure an academic program of similar standards to other AAA accredited institutions?
4. Do the planned academic programs have curricula that:
  - a. Show evidence of an Adventist uniqueness
  - b. Are of a similar depth and breadth of other comparable programs in the country
  - c. Are likely to prepare students for transfer to other AAA accredited institutions

[Note: For each degree program to be offered initially, for which the institution is to present a corresponding “Full Proposal for New Instructional Program” based on the template provided in the *IBE Handbook for the Approval of New Programs or Modalities*, a completed “External Assessment Report for New Instructional Program” (Appendix D of the *IBE Handbook for the Approval of New Programs or Modalities*) is to be attached to this report.]
5. Assess the information provided in terms of whether:
  - a. A graduate from the proposed programs will be eligible for employment related to the area of study
  - b. A graduate from the proposed programs be eligible for further study in the constituent countries of the proposed institution
6. Will the plans enable the institution to receive local government recognition and/or accreditation?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section C: Facilities and Resources

### *Key questions*

1. Are the proposed facilities adequate for the proposed program?
2. Is the timeline presented for facility development sufficiently detailed and realistic?
3. Is there evidence of a realistic financial plan with sufficient financial backing to have the proposed facilities in place when they will be required?
4. Are the water, electrical, and communication resources to the proposed site adequate for the operation of a college/university, or have supportable plans been put in place to make sure these are adequate before the opening of the institution?
5. Are plans for the library, information technology, laboratories, and other capital resources sufficient for the proposed level of operation of the institution, including for any specialized academic programs?
6. Is there a timeline and corresponding financial plan in place to acquire additional resources over the first five years of institutional operation to respond to anticipated growth in student and staffing numbers, and in programs?
7. Is there an adequate explanation as to how capital resources are being planned to support institutional mission and Seventh-day Adventist identity?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## **Section D: Administration and Staffing**

### ***Key questions***

1. Is the proposed administrative structure appropriate to a higher education institution?
2. Assess the likelihood of a strong external governance support structure for the institution. This will include the likelihood of a Board of Trustees that will have the membership that can offer appropriate guidance to the institutional leadership.
3. Is there evidence that well-qualified administrators, faculty, and specialist support staff will be available for the operation of the college/university according to AAA guidelines for the first five years?
4. Is there evidence that employees will be individuals who are engaged with the Seventh-day Adventist message and mission? If any non-Adventist employees will be hired, what measures are in place to ensure that the overall mission of the institution will not be compromised?
5. Where appointed individuals will need further upgrading, does the plan presented to meet this need seem adequate and realistic?
6. Is there an adequate explanation as to how human resources are being planned to support institutional mission and Seventh-day Adventist identity?

### ***Summary of Findings***

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### ***The Visiting Committee places the following conditions:***

1. That [text of the condition].
2. That [text of the condition].

### ***The Visiting Committee recommends:***

1. That [text of the recommendation].
2. That [text of the recommendation].

### ***The Visiting Committee suggests:***

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section E: Financial Analysis

### *Key questions*

1. Is the budget for startup costs for the institution balanced and realistic? Are stated sources of income likely to materialize?
2. Is the 3-year projected budget balanced and realistic?
3. Is there evidence that there will be sufficient long-term financial support for the institution, beyond student tuition, that will allow it to succeed?
4. Are proposed tuition rates realistic within the country's economic climate?
5. Is there an adequate explanation as to how financial resources are being planned to support institutional mission and Seventh-day Adventist identity?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section F: Market

### *Key questions*

1. Has there been sufficient market research to justify the need for (a) the institution and (b) the proposed programs of study?
2. Is there good reason to expect enrollment to be as projected?
3. Is there sufficient evidence that the programs proposed would be responsive to market needs in (a) the church, and in (b) the local community, where applicable?
4. Assess the adequacy of measures that will be put in place to enable access for Adventist students of limited economic means.

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section G: Timeline to Opening Date

### *Key questions*

1. Is the timeline for starting the project, as presented in the feasibility study, realistic?
2. Considering the recommendations made in this report, is any change in the timeline necessary?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].



## **Expression of Appreciation**

The Visiting Committee wishes to express sincere thanks to the leadership of the [Union] and to all those who had a part, for the excellent hospitality extended during the time of this visit, and for all the efforts made to facilitate the visit and to help the work of the team to proceed smoothly and efficiently.

Appendix C

**Template for  
New Campus  
Feasibility Report**

International Board of Education  
International Board of Ministerial and Theological Education

# **Feasibility Report**

## **for New Institutional Campus**

Name of the institution:

Level of the institution:

Submitting organization(s):

Location/address of the proposed campus:

Educational programs to be offered at the proposed campus:

Proposed opening date:

Feasibility study team members (names, qualifications, and present job responsibilities):

Date approved by the Union Committee:

Date approved by the Division Board of Education:

Date submitted to the GC Education Department:

## **Section A: Mission and Institutional Profile**

*Please respond to each of the following, providing supporting documentation:*

1. How does this proposed campus align with and further the mission of the institution, and that of the Seventh-day Adventist Church?
  
2. What evidence is there that the church constituency is supportive of the proposed campus, and that the application aligns with Union/Division educational strategy?  
(Provide results of surveys of the church constituency; actions taken by Unions/Division, etc.)
  
3. Provide a profile of the proposed campus. This should include the following information:
  - a. Level of programs to be offered at the campus—undergraduate, postgraduate, etc.
  - b. Nature of the campus—seminary, liberal arts, science and technology, health professions, etc.
  - c. List of disciplines and degrees to be taught initially and plans for any additions in the first five years of operation
  - d. Proposed student numbers for the first five years
  - e. Number of students planned to be in residence, and if these will be single, married, etc.
  - f. Planned constituency—principally Seventh-day Adventist students; if not, the approximate percentage of Adventist students and from where the other students will come
  
4. Is the application likely to negatively impact other Seventh-day Adventist colleges or universities?

## Section B: Educational Standards

*Please respond to each of the following, providing supporting documentation:*

1. Will the admission requirements be the same as those at the main institutional campus? If not, explain the rationale for any differences.
2. For each degree program to be offered initially at the campus, that is not offered already as an IBE-approved program by the institution, a corresponding "Full Proposal for New Instructional Program" based on the template provided in the IBE *Handbook for the Approval of New Programs or Modalities*, must be attached to this application. List the names of the degree programs attached as new instructional program proposals.
3. For any new degree programs, provide a description of the process whereby a comparison was made to similar programs of other institutions in the same country/region, and with other programs in similar Adventist institutions.
4. Will a graduate from any new proposed programs (a) be eligible for employment related to the area of study, in the case of degree programs that directly prepare individuals for employment, and/or (b) be eligible for further study in the constituent countries of the proposed institution? (Please provide supporting evidence.)
5. How will the unique Seventh-day Adventist focus of the institution be emphasized in the curriculum offered at this campus?
6. Will the graduation requirements be the same as those at the main institutional campus? If not, explain the rationale for any differences.
7. Will the proposed campus be eligible for recognition (or equivalent) from the local government? If not, explain what would be necessary for that to happen. (Please give supporting evidence.)

## **Section C: Facilities and Resources**

*Please respond to each of the following, providing supporting documentation; alternatively, provide a detailed facilities master plan that provides all the information requested below.*

### **Facilities**

1. What facilities (land, buildings, capital equipment) will be needed for the operation of the proposed campus? (Please identify overall land requirement, and then a building by building analysis of needs. Include building and room dimensions, an identification of how each room will be used, and basic furnishings—desks and chairs, beds, etc.)
2. Which of the identified facilities are already available?
3. What is the availability of water and electrical power to the proposed site and buildings?
5. What communication systems are accessible (telephone, satellite, internet, etc.)?
6. Provide a plan, with timeline, and financial plan, to develop the proposed campus from its present situation to the needed level for operation.

### **Resources**

7. What capital educational resources will be needed for the opening of the campus (library, computer, laboratory equipment, audiovisual equipment, etc.)? Justify these decisions.
8. What further resources will be needed over the first five years of campus operation?
9. What financial plan is in place to ensure equipment necessary for opening the campus is in place? (The financial plan for ensuing years will be included in Section E.)
10. Provide an explanation on how capital resources are being planned to support institutional mission and Seventh-day Adventist identity.

## **Section D: Administration and Staffing**

*Please answer each of the following questions, providing supporting documentation:*

1. What will be the proposed administrative structure of the new campus, including relationships to the administration of the new campus and to the Board of Trustees?
2. Outline the numbers of administration, staff and faculty needed for opening of the campus. Include as a minimum top administration, faculty, librarians, information technology staff, halls of residence personnel, pastoral staff/chaplains required at this new site. If names of prospective employees are known, provide these, along with qualifications and denominational affiliation for each. Where employees are not yet known, what availability of individuals is there that will be (a) qualified and (b) supportive of the message and mission of the church? What changes/additions are anticipated in the first five years?
3. Where appointed individuals will need further upgrading, please provide a timeline for how that will be achieved.
4. Provide an explanation on how human resources are being planned to support institutional mission and Seventh-day Adventist identity.

## Section E: Financial Analysis

Please provide the following financial information:

1. Provide a budget for startup costs for the campus. This should include sources of income and all anticipated expenses up to the official opening date of the campus.
2. Complete the following budget outline to project income and expenditure for the first five years of operation of the campus. (Note: The budget should be specific to this proposed campus.)

Financial Projection	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
Estimated number of students					
Annual tuition and fees per student					
Total tuition and fees revenue					
Other revenue sources					
1.					
2.					
3.					
Total revenue from all sources					
<b>Expenses</b>					
Administration (salaries and benefits)					
Faculty (salaries and benefits)					
Clerical/Support Personnel (total costs)					
Phased Capital Development Costs					
Equipment (including technology)					
Library resources					
Maintenance and depreciation					
Other major cost items (list below)					
1. Institutional subsidy					
2.					
3.					
4.					
Total expenses					
<b>Operating Gain (Loss)</b>					
Financial equilibrium enrollment: (Calculated as total expenses divided by the annual tuition and fees per student)					
Percentage of Total Anticipated Cost funded from Anticipated Tuition					



Percentage of Total Anticipated Cost funded from Institutional Subsidy					
--	--	--	--	--	--

3. Provide an explanation on how financial resources are being planned to support institutional mission and Seventh-day Adventist identity.

## **Section F: Market**

*Please answer each of the following questions, providing supporting documentation:*

1. Provide information indicating the availability and interest of Seventh-day Adventist students in the proposed campus and its programs.
2. If the proposal anticipates students attending the campus from the local community, provide evidence that the institution will be marketable and that the selected programs are areas of need.
3. What measures will be put in place at this campus to facilitate access for Adventist students of limited economic means?

## **Section G: Timeline to Opening Date**

1. Provide a detailed timeline from the date of proposal submission to projected opening.

***The reports of external consultants used during the preparation of the feasibility study should be attached.***

Appendix D

**Template for  
New Institutional Campus  
On-Site Team Report**

International Board of Education  
International Board of Ministerial and Theological Education

# **New Campus Report**

## **Prepared by the Site Visit Committee**

Name of the institution:

Level of the institution:

Submitting organization(s):

Location/address of the proposed campus:

Educational programs to be offered at the proposed campus:

Proposed opening date:

Date(s) of the on-site visit:

**Summary Report of the Visiting Committee**  
**Regarding a New Campus for**  
**[Name of the Institution]**

To: The International Board of Education (IBE)  
From: The Site Visit Committee  
Date: [Dates of the visit]

**Report of Visit**

[Identify materials considered, individuals/groups met, and facilities visited.]

**Justification for Overall Recommendation**

[Provide a short summary of the findings of the team that led the team to the overall recommendation.]

**Overall Recommendation**

The site visit committee appointed to review the feasibility study for the new [name of the institution] campus at [location] met [dates of the visit], reviewed the documents submitted, interviewed various members of the constituency and community, and conducted on-site observations.

Based on this data, the site visit committee recommends that the institution be granted:

[Specify only one of the following four options, deleting the other options from the report submitted.]

1. *Approval, with no conditions or recommendations. Receiving favorable AAA action, this campus will now form part of subsequent AAA site visits to the institution.*

The academic programs that will be offered initially on this campus are as follows:

1. Name of the academic program
2. Name of the academic program

2. *Approval, with recommendations. Receiving favorable AAA action, this campus will now form part of subsequent AAA site visits to the institution, and the institution will be expected to provide evidence regarding the fulfillment of the IBE recommendations contained in this report at the time of the subsequent AAA site visit.*

The academic programs that will be offered initially on this campus are as follows:

1. Name of the academic program
2. Name of the academic program

3. *Approval, subject to the fulfillment of specified conditions.* The institution is given a maximum period of two years, until [date], to fulfill conditions, otherwise another feasibility study and corresponding site visit will be required. Once the institution has presented adequate evidence that all conditions have been fulfilled, which may require on-site verification by the IBE, the IBE will notify the AAA regarding the approval of the new campus.

Summary of the conditions contained in this report:

1. Condition 1
2. Condition 2

The academic programs that will be offered initially on this campus are as follows:

1. Name of the academic program
2. Name of the academic program

4. *No approval.*

### Site Team Members

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees], Chair  
Associate Director of Education  
General Conference

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees], Secretary  
Director of Education  
[Name of] Division

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

\_\_\_\_\_  
[Name], [Terminal & Prof. Degrees]  
[Position]  
[Institution or Organization]

**Full Report of the Visiting Committee**  
**Regarding**  
**[Name of the Institution]**

**Instructions:** This section of the report will usually be written before the summary report and will form a basis for its conclusions. Each section will respond to the corresponding section in the feasibility study, with interviews and observations supporting comments that are made. It is recommended that each section incorporate a narrative summarizing the findings of the team in each area, including what strengths have been identified and what outstanding issues need to be resolved. If in the view of the team the proposal in the section under consideration is sound, this should be identified at the end of that summary with a comment such as, “The team found adequate reason to support the application in the area of staffing.”

Even if a team considers an application sound in a given area, **recommendations** may still be added. These should be few, be clearly focused, and should identify the entity that should carry out the action recommended. Such recommendations will highlight areas for further work/consideration by the applying organization and the AAA, and typically lead to an overall recommendation of **approval for candidacy, with recommendations**. [Note: **Suggestions** can also be included. A suggestion represents a concept which the team considers to be helpful, but regarding which the institution is not required to render an account of fulfillment.]

If any of these recommendations are of such significance that in the view of the team they must be resolved before the application for candidacy can be supported, the team should identify these in the corresponding section as **conditions**. Such conditions will normally lead to an overall recommendation of **approval for pre-candidacy**. [Note: Recommendations and suggestions can also be included.]

If the team considers that areas of the proposal are completely inadequate so that the institution as profiled will compromise the mission of the church, this should be clearly identified in the relevant areas of the report. This will usually lead to an overall recommendation of **no approval**.

The questions listed under each section provide the team with guidance as they consider what elements should be included in the report under each main section. Aspects to be considered are not limited, however, to the questions listed.

[Note: All text in blue should be deleted from the final report. In each section, the number of conditions, recommendations, and suggestions is variable, depending on the findings. Further, if no conditions, recommendations, or suggestions are included under a given section of the report, that specific subsection can be deleted.]



## Section A: Mission and Institutional Profile

### *Key questions*

1. How well does this proposed campus align with and extend the mission of the institution?
2. Does the application further the mission of the church in the respective area of the world?
3. Is there evidence that the proposed campus will be supported by the church constituency and that the application is in line with Union/Division educational strategy?
4. Is the proposed campus profile supportive of Seventh-day Adventist mission, and is it realistic to the region where the institution will be situated? Comment regarding each of the following:
  - a. Level of programs to be offered at the campus—undergraduate, postgraduate, etc.
  - b. Nature of the campus—seminary, liberal arts, science and technology, health professions, etc.
  - c. List of disciplines and degrees to be taught initially and plans for any additions in the first five years of operation
  - d. Proposed student numbers over the first five years
  - e. Number of students planned to be in residence, and if these will be single, married, etc.
  - f. Planned constituency—principally Seventh-day Adventist students; if not, the approximate percentage of Adventist students and from where the other students will come
5. Is the application likely to negatively impact other Seventh-day Adventist colleges or universities?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section B: Educational Standards

### *Key questions*

1. Will it be likely that the institution as proposed will be able to deliver an education program that will meet the requirements of AAA accreditation?
2. Are admission and graduation requirements the same as those of the main campus? If not, are the differences justifiable?
3. Do the planned academic programs to be offered initially at the campus, that are not offered already as an IBE-approved program by the institution, have curricula that:
  - a. Show evidence of an Adventist uniqueness
  - b. Are of a similar depth and breadth of other comparable programs in the country
  - c. Are likely to prepare students for transfer to other AAA accredited institutions[Note: For each degree program to be offered initially and that is not offered already as an IBE-approved program by the institution, for which the institution is to present a corresponding “Full Proposal for New Instructional Program” based on the template provided in the IBE *Handbook for the Approval of New Programs or Modalities*, a completed “External Assessment Report for New Instructional Program” (Appendix D of the IBE *Handbook for the Approval of New Programs or Modalities*) is to be attached to this report.]
4. Assess the information provided in terms of whether:
  - a. A graduate from the proposed programs will be eligible for employment related to the area of study
  - b. A graduate from the proposed programs be eligible for further study in the constituent countries of the proposed institution
5. Will the plans enable the campus to receive local government recognition?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section C: Facilities and Resources

### *Key questions*

1. Are the proposed facilities adequate for the proposed program to be offered at the new campus?
2. Is the timeline presented for facility development sufficiently detailed and realistic?
3. Is there evidence of a realistic financial plan with sufficient financial backing to have the proposed facilities in place when they will be required?
4. Are the water, electrical, and communication resources to the proposed site adequate for the operation of college/university campus, or have supportable plans been put in place to make sure these are adequate before the opening of the institution?
5. Are plans for the library, information technology, laboratories, and other capital resources sufficient for the proposed level of operation of the campus, including for any specialized academic programs?
6. Is there a timeline and corresponding financial plan in place to acquire additional resources over the first five years of campus operation to respond to anticipated growth in student and staffing numbers, and in programs?
7. Is there an adequate explanation as to how capital resources are being planned to support institutional mission and Seventh-day Adventist identity?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## **Section D: Administration and Staffing**

### ***Key questions***

1. Is the proposed administrative structure appropriate to this nature and function of this new campus?
2. Is there evidence that well-qualified administrators, faculty, and specialist support staff will be available for the operation of the campus according to AAA guidelines for the first five years?
3. Is there evidence that employees will be individuals who are engaged with the Seventh-day Adventist message and mission? If any non-Adventist employees will be hired, what measures are in place to ensure that the overall mission of the institution will not be compromised?
4. Where appointed individuals will need further upgrading, does the plan presented to meet this need seem adequate and realistic?
5. Is there an adequate explanation as to how human resources are being planned to support institutional mission and Seventh-day Adventist identity?

### ***Summary of Findings***

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### ***The Visiting Committee places the following conditions:***

1. That [text of the condition].
2. That [text of the condition].

### ***The Visiting Committee recommends:***

1. That [text of the recommendation].
2. That [text of the recommendation].

### ***The Visiting Committee suggests:***

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section E: Financial Analysis

### *Key questions*

1. Is the budget for startup costs for the campus balanced and realistic? Are stated sources of income likely to materialize?
2. Is the 3-year projected budget for campus operation balanced and realistic?
3. Is there evidence that there will be sufficient long-term financial support for the campus, beyond student tuition, that will allow it to succeed?
4. Are proposed tuition rates realistic within the economic setting of this campus?
5. Is there an adequate explanation as to how financial resources are being planned to support institutional mission and Seventh-day Adventist identity?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## **Section F: Market**

### ***Key questions***

1. Has there been sufficient market research to justify the need for (a) the new campus and (b) its proposed programs of study?
2. Is there good reason to expect enrollment at the new campus to be as projected?
3. Is there sufficient evidence that the programs proposed would be responsive to market needs in (a) the church, and in (b) the local community, where applicable?
4. Assess the adequacy of measures that will be put in place at this campus to enable access for Adventist students of limited economic means.

### ***Summary of Findings***

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### ***The Visiting Committee places the following conditions:***

1. That [text of the condition].
2. That [text of the condition].

### ***The Visiting Committee recommends:***

1. That [text of the recommendation].
2. That [text of the recommendation].

### ***The Visiting Committee suggests:***

1. That [text of the suggestion].
2. That [text of the suggestion].

## Section G: Timeline to Opening Date

### *Key questions*

1. Is the timeline for starting the project, as presented in the feasibility study, realistic?
2. Considering the recommendations made in this report, is any change in the timeline necessary?

### *Summary of Findings*

[Based on the preceding questions, present the findings regarding this Section, especially those that will serve as the basis for any conditions, recommendations, or suggestions.]

### *The Visiting Committee places the following conditions:*

1. That [text of the condition].
2. That [text of the condition].

### *The Visiting Committee recommends:*

1. That [text of the recommendation].
2. That [text of the recommendation].

### *The Visiting Committee suggests:*

1. That [text of the suggestion].
2. That [text of the suggestion].

## **Expression of Appreciation**

The Visiting Committee wishes to express sincere thanks to the leadership of the [institution] and to all those who had a part, for the excellent hospitality extended during the time of this visit, and for all the efforts made to facilitate the visit and to help the work of the team to proceed smoothly and efficiently.