International Board of Education

International Board of Ministerial and Theological Education

**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 it 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:
5. Level of institution—undergraduate, postgraduate, etc.
6. Nature of institution—seminary, liberal arts, science and technology, health professions, etc.
7. List of disciplines and degrees to be taught initially and plans for any additions in the first five years of operation
8. Proposed student numbers for the first five years
9. Number of students planned to be in residence, and if these will be single, married, etc.
10. Planned constituency— principally Seventh-day Adventist students; if not, the approximate percentage of Adventist students and from where the other students will come
11. 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?
4. What communication systems are accessible (telephone, satellite, internet, etc.)?
5. Provide a plan, with timeline, and financial plan, to develop the proposed campus from its present situation to the needed level for operation.

**Resources**

1. What capital educational resources will be needed for the opening of the institution (library, computer, laboratory equipment, audiovisual equipment, etc.)? Justify these decisions.
2. What further capital resources will be needed over the first five years of institutional operation?
3. 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.)
4. 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** |
| **Revenue** |  |  |  |  |  |
| Estimated number of students |  |  |  |  |  |
| Annual tuition and fees per student |  |  |  |  |  |
| Total tuition and fees revenue |  |  |  |  |  |
| Other revenue sources |  |  |  |  |  |
| 1. Denominational subsidy
 |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Total revenue from all sources |  |  |  |  |  |
| **Expenses** |  |  |  |  |  |
| 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 |  |  |  |  |  |
| **Operating Gain (Loss)** |  |  |  |  |  |
| 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 |  |  |  |  |  |

1. 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.
3. 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.***