

At the End of Every Bad Road – You Find an SDA School



So You Want to Start a New Program or School?

Mistakes I have Made – i.e. – Things I have Learned!

First Mistake:

Build a Chicken House

Reminds Me of Your Financial Statement



Start With The Obvious

Who, What, Where, When and How

- Why do you need the Program or School?
- Who and How many will it serve?
- What will is cost?
 - Physical Plant
 - Academic Support
 - Faculty and Staff
- Where will it be located?
- When will it start?

AAA Site Survey Team En Route to New Site

Why Do You Need the Program or School?

- How Does it Fit Within the Mission or Objectives?
 - The Following are Not Answers to This Question But Are Often Used!
 - People with Doctorates Rationalize Better Than Any One
 - Know Your Mission Statement and its Limits. If There is no Fence, You Can't Afford What Will Happen. Your Mission Statement will Lead to Something That Looks Like the Higgledy Piggledy [House](#). Some Focus on What You Will Not Be – Critical.
 - Academicians Build Kingdoms that Become Ever More Specialized
 - It Will Make Money
 - Academicians Run a Business – Oxymoron?
 - Wealthy Donor or Group of Donor's Will Pay For It – Won't Cost Us
 - Strings and Pieces of Your Soul
 - We Must be All Things to All People
 - Why are Mission Statements Different for Similar Institutions?

The Result of a Poor Mission Statement



Who and How Many Will it Serve?

- When reviewing the marketing data:
 - What data supports the need for this?
 - Make sure that you know those who will be decisive in determining who enrolls.
 - Check and recheck your assumptions.
 - Be sure you know what will be communicated to whom and by whom.
- When using a student enrollment projection model suggest:
 - Assume that any model used will have an error rate
 - When projecting space requirements for resident halls, classrooms, library and food service assume minimum 3% error on the positive side.(you will need more space than your model shows – i.e. you will have more students than you think – want to be sure that I do not have more students than I have tables, beds and desks).
 - When projecting revenues driven by student number assume minimum 5% error on the negative side. (you will have fewer student numbers than you think – need protection for the budget, do not want more expense then income).

...School Garden Will Be on Your Left

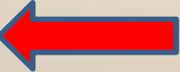


What Will It Cost?

- When Reporting Financial Data to the Board Use Charts and Graphs that are Trend or Ratio Driven – Limited Statement.
- How Do I Know When We Can Afford to Talk About “New”

– Working Capital and Liquidity – The Quick and Dirty About 100%

• Working Capital		Liquidity		We Can Talk
• Working Capital		Liquidity		Collect Your Bills & We'll Talk
• Working Capital		Liquidity		Forget It – Beg – Check CV – No Talk
• Working Capital		Liquidity		Deep Dive Accounting

 **Cash is King** 

You Will Need to Plan on One Budget at Half Time to Oversee

- Use Clerk of Works – Your Man on the Ground

~~–Someone You Can Trust–~~ **Someone You Can *REALLY, REALLY* Trust**

Are You Sure the IBE Team Has Been Here?



What Will It Cost?

- Physical Plant
 - Architectural Design/Style and Landscaping Matter
 - Until the Project is Out of the Ground – Hold Your Breath
 - Technology – Plan for Cutting Edge, You Will Always be Behind the Curve
 - Western Interstate Commission For Higher Education
 - Manual One – Higher Education Facilities and Planning and Management: An [Overview](#)
 - Redundancy is Your Friend
 - Low Voltage is worse then High Voltage
 - Operational Costs Matter
 - Spend More Up Front to Save Over the Years – You May Achieve a Pidgin Roost From Successors as They Think Kind Thoughts About You
 - Find an Excel [Wizard](#) with a Command of the Planning Data

Woman's Hostel Just Ahead



What Will It Cost?

- Academic Support
 - For a Professor to Develop a New 3 Semester Hour Class - Lecture Notes, Assignments and Tests - Figure 200 - 240 Hours of Professor Time as a Rule of Thumb.
 - Minimum Library Startup of a New Degree at Masters Level (Non-Scientific). I Suggest the Following as a Guide:
 - 600 Core Books
 - 30 Books per Class e.g. In a 36 Hour MA with a 6 Hour Thesis and 3 Semester Hour Classes = 10 Classes * 30 = 300 additional Books = 900 Total Books
 - 3 Journals per Class = 30 Journals per MA
 - Presidents and Deans Never Plagiarize or Steal But They Do Affirm. A Good Thing to Affirm is Others Academic Policy – Very Time Consuming
 - Determine Faculty Load – Teaching, Advising, Research, and Committee Work. Can Be a Hot Topic With Real Cost Implications. This can Lead to an Update of Your CV
 - There is No Such Thing as to Much Broadband or to Many Wall Plugs

When AAA Calls - Think Twice



What Will It Cost?

- Faculty and Staff
 - Watch out for Theology Degrees – No One Knows How Much or How Long
 - Plan to Spend on Average \$ 350,000 North America, Europe & Australia and \$75,000 for AIAS or AUA
 - Plan on Not Less Than 2 years but More Generally 3-4 years if English is a Second Language
 - For Theology Degrees - Sometime during the Millennium with a Cost Approaching the US National Debt. At the End They Will Qualify for Both Citizenship and Retirement In the Country of Study. Best Strategy: Affirm Another Institutions Choice About The Person You Need.

Step on it – Is There Such a Thing as Life Time Accreditation?



When Will It Start?

- Everything will Take Longer Than You Think
 - Committee, Board, Government, IBE and AAA
 - Remember IBE Comes Before Government Application/Approval
- No Time Line? – Brush Off Your CV - Essential to Success
 - Searching, Calling/Hiring or Buying Qualified Faculty
 - Stealing Sheep is Faster and More Sure than Growing Your Own – To Many Dishonest Shepherds looking to Affirm Your Ewe Lamb.
 - Construction/Renovating of Required Space
 - Identification, Ordering, Processing of Library Support Material
 - Development of Marketing Plan – Board, IBE, Government, Students
 - Academic and Admission Policies in Place Prior to Arrival of First Student
 - What is Plan B?
 - In all Cases when Developing Time Line Remember First Bullet Point

No Plan – Good Luck



Where Will it be Located?

Considerations:

- **Transportation**
 - Access to Public Transportation
 - Airport
 - Student and Traffic Flow
- **Relationship to Local Jurisdiction**
 - School or Program Recognition Possibilities/Requirements
- **Communication Access**
 - Telephone
 - High Speed Internet
- **Utilities**
 - Power
 - Water
 - Gas
- **Land Costs**
 - Development Costs
 - Location and Design - Should be Mindful of Alternate Future Uses

Dr. Beardsley-Hardy After Reading Your Latest Program Proposal



Thank You
and Good Luck

