Transnational Association of Christian Colleges and Schools

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PROPOSED INSTITUTIONAL CHANGE FORM

ONLY ACCREDITED INSTITUTIONS MAY APPLY FOR APPROVAL OF AN INSTITUTIONAL CHANGE

INSTRUCTIONS:
- *Submit only this page of form with prospectus checklist responses and required documentation. Only one request per form will be accepted.*
- *Submit one hard copy and one electronic copy of the complete proposal.*
- *Include payment of appropriate Institutional Change Review Fee (see Fee Schedule)*

Name of Institution _____

Address _____

_____

Category of Proposed Institutional Change (*See categories below*) _____

Short Description of Proposed Institutional Change _____

_____

_____

Proposed Date of Implementation _____

Date Proposed Institutional Change Was Approved By Board _____

President's Signature _____ Date _____

Board Chair's Signature _____ Date _____

INSTITUTIONAL CHANGES

Institutional changes are differences in the institution from when it was last approved by the TRACS Accreditation Commission. TRACS classifies institutional changes as substantive or non-substantive. Substantive changes require the TRACS Accreditation Commission's approval before they are implemented by the institution. Non-substantive changes fall into two categories: 1) those requiring the approval of TRACS prior to implementation by the institution, and 2) those not requiring approval but only requiring that they be reported to TRACS not later than 30 days after institutional approval (See Appendix B of *Proposed Institutional Change Form*).

All requests for institutional changes (substantive changes or non-substantive changes) and the reporting of changes not requiring approval should be submitted on the appropriate form. Only one request per form will be accepted.

Advance planning is essential because the processing and approval of either substantive changes or non-substantive changes takes time.

Only accredited institutions may request approval for substantive changes or changes which require the approval of TRACS. Institutions which are candidates for accreditation may only make changes which do not require approval.

Requests for approval of both substantive changes and non-substantive changes requiring approval can be submitted at any time. A request for a substantive change will be considered by the Accreditation Commission at its first regularly scheduled meeting following receipt of a *Proposed Institutional Change Form* with all required documentation, any required team or staff visits, and the opportunity for staff to review materials and make a recommendation to the Accreditation Commission. A request for a change which requires the approval of TRACS will be considered as soon as practicable following the receipt of the request, all required documentation, any required team or staff visits, and the opportunity for staff to review all documentation.

PROCEDURES FOR APPROVAL OF AN INSTITUTIONAL CHANGE

1. Institution completes the *Proposed Institutional Change Form*.
2. Institution submits both a hard and an electronic copy of the *Proposed Institutional Change Form* to the TRACS office with accompanying Prospectus Checklist items along with payment of the appropriate Institutional Change Review Fee. (see *Fee Schedule*).
3. Once the *Proposed Institutional Change Form* is received in the TRACS office, Staff will complete a review of all documentation and communication with the institution regarding any areas needing clarification.
4. If a staff visit or focus team visit is required, the visit will be scheduled as soon as practicable and a report will be prepared regarding the areas reviewed during the visit.
5. The TRACS Staff will prepare a recommendation regarding the proposed institutional change once the review is complete.
6. Staff will provide with all documentation regarding proposed institutional change to either the Accreditation Commission or the President of TRACS as appropriate.
7. If the proposed institutional change is a Substantive Change the Accreditation Commission will consider the request at the first regular meeting following the completion of the Staff review and preparation of the recommendation.
8. If the proposed institutional change is a Change Requiring the Approval of TRACS, the President of TRACS will consider the request upon receipt of materials from the TRACS Staff.

Changes requiring the Accreditation Commission or TRACS approval must be approved prior to implementation.

EFFECTIVE DATE OF AN APPROVED INSTITUTIONAL CHANGE

The approval date of a Substantive Change will be the date of the Commission vote. TRACS will mail a notification letter to the institution.

Each change requiring the approval of TRACS shall be considered approved on the date of the written notice from TRACS. TRACS will mail a notification letter to the institution.

No institutional change will be approved retroactively, except that the effective date for a change in ownership will be the date of the actual change.

CATEGORIES OF
SUBSTANTIVE CHANGES

All substantive changes require the approval of the TRACS Accreditation Commission prior to implementation of the change.

Definition of a Substantive Change: When compared to what an institution reported to TRACS for its most recent review for accreditation or reaffirmation of accreditation by the TRACS Accreditation Commission, a substantive change is

C1.   Any change in the established mission or objectives of the institution including a name change resulting from such changes. (Requires a New Comprehensive Evaluation)

Prospectus Checklist items which must be addressed: A1, B1-B3, C1-C3 and I6

C2.   Any change in the legal status, form of control, or ownership of the institution including a name change relating to changes. (Requires a New Comprehensive Evaluation)

Prospectus Checklist items which must be addressed: A1, B1-B3, C1, C2, C4, E3, E5, F4, G2, H1, H2, I1, I3-I6, J1 and J5

C3.   The addition of courses or programs that represent a *significant* departure from existing offerings of educational programs or method of delivery, from those that were offered when TRACS last evaluated the institution.

   a.   The offering of Distance Education or Correspondence Education courses or programs.

   b.   The offering of courses in a *significantly* different format from that currently approved.

Prospectus Checklist items which must be addressed: A1, A4-B1, B3-J5, K1 and K3

A staff or focus team visit may be required.

C4.   The addition of programs of study at a degree or credential level different from that which is included in the institution's current accreditation. (May require a New Comprehensive Evaluation)

Prospectus Checklist items which must be addressed: A1-B1, B3-I3, I5 and J1-J5

A staff or focus team visit may be required.

C5.   A change from clock hours to credit hours.

Prospectus Checklist items which must be addressed: A1, B3, C1, C3, F4, H2, K1, K3 and K4

A staff visit may be required.

C6.   A substantial increase in the number of clock hours or credit hours awarded for successful completion of a program. (10% or more)

Prospectus Checklist items which must be addressed: A1, B3, C1, C3, F4, H2, K1, K3 and K4

A staff visit may be required.

C7. The entering into a contract (written agreement) with another institution or organization which is either unaccredited, accredited by an accrediting agency not recognized by the U.S. Secretary of Education or accredited by an accrediting agency which is recognized by the U.S. Secretary of Education but not certified to participate in the Title IV, HEA programs where the students at the TRACS' accredited institution can earn more than 25 percent of the credit hours required for their academic program at the contracted institution.

Prospectus Checklist items which must be addressed: A1-A7, B1, B3, C1-C3, F4 and I1. In addition, the institution must document compliance with Board Policy 230 - Agreement Between Institutions.

A staff visit may be required.

C8. The establishment of an additional location geographically apart from the main campus at which the institution offers at least 50 percent of an education program (See the TRACS Definition of a *Branch Campus* and Board Policy 226. D.).

Even though 34 CFR § 602.22(a)(2)(viii) allows an abbreviated procedure for an institution which meets specified criteria. TRACS will only approve an accredited institution to add a branch campus after a full review of the institution's application to add a branch campus which is submitted in accordance with the TRACS Board Policy 226.D, regardless of the number of Branch Campuses the institution has previously been approved to operate.

Prospectus Checklist items which must be addressed: A1, B3, G1-H2, J1-J4, K1 and M1 (Use Business Plan Template - Appendix A for Prospectus Checklist Item M1).

A staff and focus team visit will both be required.

C9. The acquisition of any other institution or any program or location of another institution.

Prospectus Checklist items which must be addressed: A1-B1, C1, C2, F4, H1-I1, I6, J1 and K4

A staff visit will be required. A focus team visit may be required.

C10. The addition of a permanent location at a site at which the institution is conducting a teach-out for students of another institution that has ceased operating before all students have completed their program of study.

Prospectus Checklist items which must be addressed: A1, A2, A4-B1, B3, C1-C3, E5, F1, G1, G2 and H1

A staff visit will be required. A focus team visit may be required.

CATEGORIES OF
INSTITUTIONAL CHANGES REQUIRING
APPROVAL OF TRACS

Changes requiring TRACS approval must receive this approval prior to implementation of the requested change

Definition of a Change Requiring the Approval of TRACS: When compared to what an institution reported to TRACS for its most recent review for accreditation or reaffirmation of accreditation by the Accreditation Commission, a non-substantive change is:

T1. The addition of courses or programs at a degree or credential level which is included in the institution's current accreditation that <u>do not</u> represent a *significant* departure from existing offerings of educational programs, from those that were offered when TRACS last evaluated the institution.

Prospectus Checklist items which must be addressed: A1-B1, B3-I3, I5 and J1-J5

A staff visit may be required.

NOTE: A new program which is approved must be evaluated upon graduation of the first class of students from that program.

T2. Any change to programs or courses of a degree or credential which is included in the institution's current accreditation including the change of the name of a program, the deletion of an approved program, or the addition or deletion of areas of emphasis within a program.

Prospectus Checklist items which must be addressed for changes in programs which are not significant: A1-A5, A7, B1, B3, C1, E4, E5, F3, F4, G1, G2, and I6 (for deletion of a program, Prospectus Checklist items K2, L1 and L3 must also be addressed).

Prospectus Checklist items which must be addressed for emphases to be deleted: A1, A3, B1, B3, H2, I6, K1 and K2

A staff visit may be required.

T3. The change of the name of the institution <u>not</u> related to a substantive change requiring Accreditation Commission approval.

Prospectus Checklist items which must be addressed: A1, B1, B3 and C1
A staff visit is *not* required

T4.   The establishment of an additional location geographically apart from the main campus at which the institution offers <u>less than</u> 50 percent of an education program (See the TRACS' Definition of a *Teaching Site* and BP 225. G.).

Prospectus Checklist items which must be addressed: A1, A2, A4-B1, B3, C1-C3, E5, F1, G1, G2, H1, I1 and I6

A staff visit may be required

T5.   The change of the location of a campus or teaching site.

Prospectus Checklist items which must be addressed: A1, A2, B1, B3, C1, C2, G1, H1, I3, I6, J1, K1 and K4

A staff visit will be required. A focus team visit may be required.

T6.   The closure of an institution

Prospectus Checklist items which must be addressed: A1, A3, A4, B3, C1, and L1-L4

A staff visit is ***not*** required.

CATEGORIES OF
<u>CHANGES NOT REQUIRING</u>
<u>APPROVAL OF TRACS</u>

1   Changes not requiring the approval of TRACS include, but are not limited to the following:

   a.   The addition of new courses.
   b.   The deletion of courses no longer offered.
   c.   Changes to existing courses.
   d.   Changes to graduation requirements.
   e.   Changes to general education.
   f.   The addition or deletion of a minor.
   g.   Changes to requirements for a minor.
   h.   The addition of new facilities on campus.
   i.   The removal or sale of facilities no longer being used by the institution

2.   While the above changes do not require the approval from TRACS, the institution should complete the *Notice of Change Not Requiring Approval* form. (Appendix B)

PROSPECTUS CHECKLIST

A.   ABSTRACT

1. Describe in some detail the proposed substantive change.
2. Indicate the location of change (if applicable).
3. Date of proposed implementation.
4. Projected number of students involved (if applicable).
5. Describe primary target audience.
6. Projected life of program.
7. Instructional delivery methods.

B.   BACKGROUND INFORMATION

1. Provide a statement of nature and purpose of change in relation to institution mission and goals.
2. Include a copy of the institution's Biblical foundations statement that is in harmony with the TRACS Biblical Foundational Statement.
3. Provide evidence of any needed legal authority (including board approval and all appropriate governmental authorizations) for the change.
4. Is proposed degree program or a similar program offered on main campus or other off-campus sites; explain as needed.

C.   ASSESSMENT OF NEED / PROGRAM PLANNING / APPROVAL

1. Discuss rationale for change, including an assessment of need.
2. Provide evidence of inclusion of the change in institution's ongoing planning and evaluation process.
3. Document that faculty, board and other groups were involved in the review, approval and continuing control (as appropriate) of new (or deleted) program.
4. Include the specific outcomes and learning objectives of courses or programs.

D.   EDUCATIONAL PROGRAMS

1. Provide documentation demonstrating that the proposed program has been benchmarked against comparable programs as those offered at a minimum of three other institutions.
2. Provide course syllabi for Distance Education courses reflecting regular and substantive interaction between the students and the instructor, either synchronously or asynchronously.

E.   DESCRIPTION OF THE CHANGE

1. Include a schedule of proposed course offerings needed to complete the program. (Include all general educational requirements for any proposed associate or bachelor degree programs.)
2. Include copies of the course syllabi.
3. Describe differences in admission, curriculum or graduation requirements.
4. Describe any special arrangements for grading, transcripts, or transfer policies.
5. Describe administrative oversight.

F.   FACULTY

1. Provide a complete roster (using the Instructional Staff Listing [ISL] on website) of academically qualified faculty employed to teach in the courses or program.
2. Show faculty course load in the new program as well as course work in other programs currently offered. (Use ISL on website.)
3. Provide evidence that adequate faculty members are assigned to support the program.

4. Provide evidence of faculty involvement in governance and/or in the processes of all course review and approvals (to insure program-specific academic integrity of courses).
5. For Distance Education or Correspondence Education programs, describe processes to ensure that students have access to faculty.
6. For graduate programs, document scholarship and research capability of faculty. (Use ISL on website.)

G.   LIBRARY LEARNING RESOURCES

1. Describe library/information resources needed to support the program.
2. Document the staffing and services in place to support the initiative.
3. If reliant upon other libraries, describe those collections and relevance to proposed program; include any formal agreement documentation in an appendix.
4. Describe availability of online resources.
5. Relative to electronic resources, describe how student/faculty will access information.
6. Describe training for faculty/students in use of online resources.

H.   PHYSICAL RESOURCES

1. Describe the physical facilities and equipment to support initiative/change.
2. Assess impact on existing programs and services.

I.   FINANCIAL SUPPORT

1. Include projected revenues, expenditures, and cash flow for the next five years and in which a budget for the first year of the program is included.
2. Identify the amount of resources needed for contractual or support services.
3. Describe the operational, management, and physical resources available for the change.
4. Provide the most recent institutional audit.
5. Provide contingency plans if required resources do not materialize.
6. Summarize the anticipated financial impact of the change.

J.   EVALUATION AND ASSESSMENT

1. Describe briefly how the institution assesses overall institutional effectiveness and program specific student learning outcomes.
2. Describe the means to monitor and ensure quality of the degree/major program.
3. Summarize procedures for systematic evaluation of instructional results.
4. Summarize procedures for using results of evaluation to improve institutional programs, services, and operations.
5. For Distance Education or Correspondence Education instruction, describe the methodology for determining that levels of knowledge and competencies (student learning) are comparable to requirements of traditional programs.

K.   POLICIES AND PROCEDURES

1. Provide any changes in the institution's policies and procedures manual that the change will require.
2. Provide a teach-out plan for all students affected by the closing of the major/degree program which meets the requirements of TRACS Board Policy numbers 222. A. 1., 3., and #224.
3. Indicate and impact this change will have on students' receipt of financial aid.
4. Identify how the institution intends to minimize any negative impact that this change will have on students.

L. CLOSURE DOCUMENTATION

1. Submit a narrative which addresses the steps taken by the institution to meet each of the requirements of TRACS Board Policy #222 or, in the case of the closure of a program, those which are appropriate.
2. Submit a *Teach-Out Plan* which meets the requirements of TRACS Board Policy numbers 222. A. 1., 3., and #224.
3. Submit a copy of any Teach-Out Agreement signed in relation to the closure which meets all the requirements of TRACS Board Policy #225.
4. Submit information regarding the name and contact information of the State agency or institution which has agreed to act as the custodian of the institutions student academic records in accordance with the TRACS Board Policy #222. A. 2.

M. BUSINESS PLAN

1. Submit a Business Plan - *Appendix A*

APPENDIX A

Business Plan Template: To be used by institutions submitting a Proposal for a Branch Campus.

Directions: Using this template, provide the data requested ***based on your research***. It is expected that institutions will conduct their own research into what constitutes a typical 'business plan,' and therefore it is recommended that additional information be included, as needed, in order to give the TRACS Staff a better understanding of the Proposal. Submit the Business Plan along with your Substantive Change Proposal.

BUSINESS PLAN TEMPLATE

I. **EXECUTIVE SUMMARY:** An Overall Summary of your Branch Campus Business Plan.

   1.1   Purpose: Describe the purpose of opening the Branch Campus and how it contributes to the fulfillment of your institution's mission.

   1.2   Objectives: List and explain the unique objectives of the Branch Campus.

   1.3   Keys to Success: Summarize why you believe, based on your research, your Branch Campus will be a success.

II. **INSTITUTIONAL and PROGRAM SUMMARY**

   2.1   Provide an institutional history and a summary of your current location(s).

   2.2   Institutional Program Offerings: Describe the academic programs offered at the home campus and at any other current approved Teaching Sites and/or Branch Campuses.

   2.3   Proposed Branch Campus Location and Program Offerings: Provide the location of the proposed Branch Campus. Describe the academic programs that the institution intends to offer upon TRACS approval. (Explain in detail, based on your research, the rationale for offering these programs that the proposed location. Remember that only programs offered at the home campus can be offered at a Branch Campus.)

III. **FEASABILITY STUDY:** The Need for your Branch Campus and its Reasonable Potential for Success

   3.1   Discuss how the institution's long-range planning document addresses the institution's expansion to include the proposed Branch Campus and document that appropriate groups such as the Board, faculty and other interested parties were involved in the decision making process.

   3.2   SWOT Analysis: Conduct a SWOT Analysis of the Proposal; provide projected advantages of any Strengths and Opportunities and projected solutions and risks to any perceived Weaknesses and Threats.

   3.3   Market Segmentation: Conduct a demographic analysis of your potential students in the proposed location of the Branch. Describe the typical student,

based on your research, who will be attending your Branch Campus over the next 5 years.

3.4   Major Competitors: Describe which schools, based on your research, currently operate in the same general location as the proposed Branch Campus. Be sure to take into consideration their local reputation, programs offered, enrollment, type of student population, length of population, costs, etc.

3.5   Differentiation: Describe what would make your Branch Campus more appealing for students than another local institution that is similar to yours. What makes your Branch unique? What will make it a success?

IV.   STRATEGY AND IMPLEMENTATION SUMMARY

4.1   Marketing Strategy: Describe in detail how you will market and promote the Branch Campus once approval from TRACS is granted. Provide a projected budget, release timeline and promotional material samples.

4.2   Pricing Strategy: Based on your research of comparative schools in the same geographical area as the proposed Branch, describe your pricing strategy over a 5 year period.

4.3   Competitive Edge: Based on your research, describe the competitive edge(s) that your Branch will have and how it intends to maintain it.

4.4   Implementation: Provide a proposed implementation timeline that includes the hiring of appropriate personnel (administration, staff, and faculty), launching of promotional materials and marketing, initiation of classes, etc.

V.   STRATEGIC ALLIANCES

5.1   Describe external strategic partners who have aligned with your institution to begin and implement the Branch Campus. Include also others who you plan to include in the future. Provide as much detail as possible, including their role in your business plan. These may include agreements with other educational institutions, libraries, businesses, ministries and churches, preliminary rental agreements for facilities, and preliminary applications with other state and national governmental agencies.

VI.   MANAGEMENT and INSTRUCTIONAL STAFF SUMMARY

6.1   Administration and Staff: Describe in detail how the institution will provide sufficient administrative and staffing support, including student services, to the Branch Campus upon its approval from TRACS.

6.2   Instructional Staff: Describe how the institution will provide faculty adequate in number and credentials to support the Branch Campus, including academic support to students, upon its approval from TRACS. Include the ISL that demonstrates compliance.

VII. FINANCIAL PLAN: A Proposed 5-Year Financial Plan

7.1   Break-even Analysis

Appendices: Use appendices as needed to display such things as consortia agreements, meeting minutes, course syllabi, faculty resumes, etc.

Notice of Change Not Requiring Approvals

Institution _____

I certify that the changes below were made in accord with all institutional policies and procedures. If required by our policies, they have been approved by our governing board.

_____   _____

President or Chief Academic Officer   Date

      a.   The addition of new courses.

      b.   The deletion of courses no longer offered.

      c.   Changes to existing courses.

      d.   Changes to graduation requirements.

      e.   Changes to general education.

      f.   The addition or deletion of a minor.

      g.   Changes to requirements for a minor.

      h.   The addition of new facilities on campus.

      i.   The removal or sale of facilities no longer being used by the institution

Describe the Change: _____

_____

_____

_____

_____