



Academic Plan
Progress Report



August 2007



ONE-YEAR PROGRESS REPORT

2006-2007

The Academic Plan is a fluid and dynamic roadmap reflecting our strategic, academic vision for Biola's future. The implementation of the plan is a continuing process, dependent on variables such as our ability to attract and recruit needed faculty, to address facility needs and to obtain additional financial resources.

In the past year (2006-2007) we moved forward in a number of areas. The following summary describes the progress made this year on the mandates and key academic initiatives called for in the plan.

1. The academic plan took on a slightly new format (see attached summary). Essentially we combined the 8 academic initiatives into 4 areas, entitled "Advance Educational Excellence," "Lead in Transformation," "Return to the City," and "Serve the World." Plans are to send this document to key constituents, as well as to sister schools and universities.
2. In the Fall 2006 the Academic Plan was merged together with the university strategic plan. Working with the various constituents that make up the University Planning Group (UPG), a working draft was completed (see attached summary), though more work on prioritization is necessary. Primarily, this combined document provides a more thorough strategic planning document to help guide the institution over the next decade.
3. In early Fall 2006 the academic plan was instrumental in helping set priorities for the Provost and the Council of Instructional Dean's (CID) budgeting decisions made for the 2007-2008 academic year. New faculty positions were most impacted.



4. *Faculty Mandate*—In 2007-08 the plan called for **15** new fulltime faculty positions, and the university funded **10** new positions (11 with the Dean of Education position). The plan calls for 25 new positions in 2008-09. [A key indicator, the full-time faculty to FTE student enrollment ratio, stayed at 26 (from 2004 to 2005)]*.

* Table 1 is from 2005 IPEDS (Integrated Postsecondary Education Data System)—National Center for Education Statistics, listing a comparison with other CCCU schools for benchmark purposes.

Table 1.										
Comparison of Student FTE to Full-time Instructional Faculty										
Based on Fall 2004 and Fall 2005 IPEDS* Data										
Institution	Instructional FT Faculty		Student FTE		UG Headcount		Graduate Headcount		Student FTE to Faculty Ratio	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
Biola	175	183 (198)	4468	4780	3593	3922	1769	1823	26	26 (24)
Azusa Pacific	290	300	5915	5948	4441	4722	3721	3406	20	20
California Lutheran	118	129	2624	2879	1967	2128	1047	1170	22	22
Calvin	304	315	4042	4047	4027	4130	53	57	13	13
George Fox	133	156	2234	2526	1713	1882	1268	1441	17	16
Gordon	94	97	1622	1556	1617	1528	58	133	17	16
Point Loma	135	145	2844	3104	2361	2383	848	1149	21	21
Seattle Pacific	177	183	3301	3351	2934	2979	845	851	19	18
Westmont	89	90	1365	1322	1358	1324	7	5	15	15
Wheaton	188	196	2726	2715	2440	2365	458	559	15	14



5. *Facilities Mandate*—Concurrent planning and building efforts are underway. In 2007 the Crowell School of Business Building was completed, adding **16** faculty offices and **12** classrooms. The Studio B project is also progressing. For the next projects on the agenda see Table 2 below. The Board of Trustees approved plans to begin raising funds for an expansion of Myers (approx. 55 million.) Start and completion dates depend on fundraising success.

Table Facilities Construction and Renovation		
Building	Estimated Cost	Targeted Completion Date
Currently Approved Projects		
Crowell School of Business	Completed	Completed
Studio B	\$3,000,000	Phase I-Completed Sept 2007; Phase II-Funding dependent
Myers Expansion	\$55,000,000	Phase I-Fall '09 Phase II-Fall '10
Projects Being Considered*		
Sutherland Expansion	\$3,000,000 est.	Fall '09 at earliest
Bardwell	\$15,000,000	Fall 2010
Parking Structure**	\$11,000,000	Fall 2008
Other Priority Projects*		
South Campus	\$45,000,000	Spring 2010
Gym Locker Expansion	\$2,000,000	Spring 2009
Convocation Center	\$58,000,000	Fall 2011
Sub Redevelopment	\$20,000,000	Fall 2013
Total	\$209,000,000	

* The timetable on these projects is very preliminary. See 2007-2008 priorities on the following pages

** The parking structure, or some other major parking initiative, must be completed by Fall '08 unless enrollment growth stops.



6. *Advance Educational Excellence*—There were 4 academic initiatives under this area. The greatest progress to report is the launching of the School of Education in 2007. A new Dean’s position was approved for 2007-2008. In 3 other areas work is beginning, but no substantial progress to report (--Reform the Undergraduate Core; -
-Establish a Distinguished Scholars and Endowed Chairs Program; and --Initiate a Faculty Housing Campaign.)
7. *Lead in Transformation*—This academic initiative called for the creation of an Office of Spiritual Development and Transformation, to connect and develop the strands of research and work in spirituality here at Biola, and coordinate with those areas that can benefit from them. The Office is to be directed by an Associate Provost who will lead the thoughtful integration of spiritual development and assessment across many areas. A proposed office of Spiritual Development and administrative position was included in requests for funding in 2007-2008, but the request was not approved.
8. *Return to the City*—An Urban Studies program proposal has been approved by the appropriate committees (Curriculum Committee, CID, etc.). Staffing and most of the necessary courses are in place, and students will be accepted into the major beginning fall 2008.
9. *Serve the World*—There were 2 new international programs approved and launched, including the Kiev and Manhattan sites by Talbot. This academic initiative further called for the “Establishment of New International Educational Centers,” and to “Lead Forums for Christian Engagement--Visiting Scholars.”



CURRENT YEAR PRIORITIES

2007-2008

Faculty Mandate

In order to provide an exemplary Christian education, increase our faculty diversity, and position ourselves to seize new opportunities, we need to continue implementing an aggressive faculty hiring initiative. The plan calls for 25 new fulltime positions to be approved for 2008-2009. Budget decisions critical to this mandate will be made in early Fall 2007.

Facilities Mandate

It is highly unlikely that all of the projects listed in the table above could be delivered at the times shown. The timetable is meant to show that we could complete two or three of these projects in the next three years if funding is available. Completion of all seven of the projects “Being Considered” and “Other Priority” would likely take us at least 5-7 years, unless some extraordinary fundraising occurs.

Four Directions: The Academic Initiatives

The academic planning teams (such as the CID) will be setting the following priorities. Some possibilities, which are still to be determined, may include:

Our priority focus for **2007-2008**:

- 1) Setting plans and then acquiring funding for a New Faculty Housing Initiative;
- 2) Launching the Urban studies program in Fall 2008
- 3) Acquiring funding for the Office of Spiritual Development;
- 4) Hiring an Associate Provost to oversee this office.

Our priority focus for **2008-2009**:

- 1) Official opening of the Office of Spiritual Development
- 2) Begin plans to Reform the Undergraduate Core;
- 3) Lead Forums for Christian Engagement--Visiting Scholar initiative

Our priority focus for **2009-2010**:

- 1) Establish a Distinguished Scholars and Endowed Chairs Program