

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Assessment and Accountability                      **NO.:** AAC 08-30  
**COMMITTEE DATE:** June 13, 2008  
**BOARD DATE:** June 25, 2008

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**MOVED:**                      The Board of Higher Education hereby approves the Articles of Organization of **Zion Bible College** to award the **Bachelor of Arts in Biblical Studies** and the **One-Year Certificate in Biblical Studies**.

Authority:                      Massachusetts General Laws Chapter 69, Section 30 et seq.  
Contact:                        Aundrea Kelley, Associate Vice Chancellor for Academic Policy

# **BOARD OF HIGHER EDUCATION**

June 2008

## **Zion Bible College Bachelor of Arts in Biblical Studies One-Year Certificate in Biblical Studies**

### **INTENT**

Zion Bible College has filed Articles of Organization as a non-profit corporation under M.G.L. Chapter 180 and a petition with the Board of Higher Education seeking approval to offer the Bachelor of Arts in Biblical Studies and a One-Year Certificate in Biblical Studies. As stated in its mission statement, Zion Bible College “exists to teach and train students for Pentecostal ministry in fulfillment of the Great Commission.” The College’s academic programs are designed to prepare students to assume a wide spectrum of ministry positions upon completing their studies, including pastoral ministries (such as church pastor, children’s pastor, youth pastor, music pastor), missionary appointment, ministries in an urban context, working in the context of Christian schools and church Christian education departments, and serving denominational ministries, such as Teen Challenge and other para-church organizations.

### **INSTITUTIONAL OVERVIEW**

Zion Bible College has its roots in the Zion Bible Institute, which was established in 1924 in East Providence, Rhode Island, by Reverend Christine Gibson. In 1941 Zion was incorporated in Rhode Island as a non-profit ministerial training institute. The institution purchased the Barrington College Rhode Island campus in 1985. In 1994 the Board of Governors for Higher Education for the State of Rhode Island approved Zion Bible College as a four-year, baccalaureate degree-granting college. Zion became an Assemblies of God college in fall 1999. The Association for Biblical Higher Education (ABHE) awarded the College initial accreditation in 2001.

Since its founding as a “faith” institution, Zion Bible College has found the means to pursue its goal of the education of men and women who have chosen the career path of Christian ministry. The financial stability of the institution over the past few decades has fluctuated with enrollment and private giving support (the institution has also, at times, sold off portions of its Barrington campus to generate funds). Full-time equivalent enrollment was 295 in fall 2002 and fell to 221 in fall 2005; it has increased to 236 as of fall 2007. Due to under-enrollment, a mounting deferred maintenance backlog, and contributions below desired levels, the long-term viability of the institution has recently been in question. While in 2006, the Association for Biblical Higher Education Commission on Accreditation reaffirmed for ten years the accredited status of Zion Bible College, it did request progress reports dealing with, among other matters, “enrollment management (particularly efforts to reverse the enrollment declines)” and “financial stability (steps being taken to expand the institution’s base of financial support and to achieve a balanced budget).” The Commission particularly noted the institution’s low total weighted financial score that it uses to gauge institutional financial strength. The College noted, retrospectively, in its 2008 petition letter that,

“The Board of Trustees of Zion Bible College, in the years 2006 and 2007, gave careful consideration to the financial stability of the College. It was determined that due to stringent fire code laws, instituted following the tragic Station Nightclub fire in

Warwick, Rhode Island, along with extensive deferred maintenance needed on the Barrington site, that relocation was an option to be seriously considered in order to secure the future of the institution.”

In late 2007 the outlook for Zion Bible College was dramatically altered as the campus of the former Bradford College in Haverhill, Massachusetts, was gifted (with anticipated title transfer in 2009) to the institution by David Green, CEO of Hobby Lobby, Inc. The 18-acre Bradford campus is currently being refurbished with \$5 million of donated improvements. Petition materials indicate that the Bradford campus will have an appraised value exceeding \$15 million. This campus contains a number of facilities that, upon renovation, could effectively support the mission of the College and accommodate current as well as future anticipated enrollment. Further, Zion has entered into a purchase and sale agreement with a Rhode Island real estate developer for the sale of its existing campus in Barrington, Rhode Island, for \$11 million. Anticipated sale proceeds would retire \$2.2 million in current long-term debt as well as likely additional interim financing associated with relocation expenses; proceeds could also be used for current expenses and endowment support depending on the timing and ultimate conditions of property dispensation. Also, in April 2008 a well respected and connected member of the Assembly of God denomination was appointed as Zion president.

The College feels that what it perceives as a combination of miracles (pending sale of the Barrington campus, acquisition of Haverhill campus, and the esteemed presidential leadership) will help revolutionize Zion’s operations. After relocation costs and increased compensation for faculty and staff, it is anticipated that the College will fund an endowment of approximately \$5 million, which will help fund the College’s general operations and, in time, also provide scholarship resources. The goal is to begin operations on the Haverhill campus in August 2008, with classes beginning in the fall. The College is confident that virtually brand new dormitories and a technologically enhanced campus environment will attract new and returning students to Massachusetts.

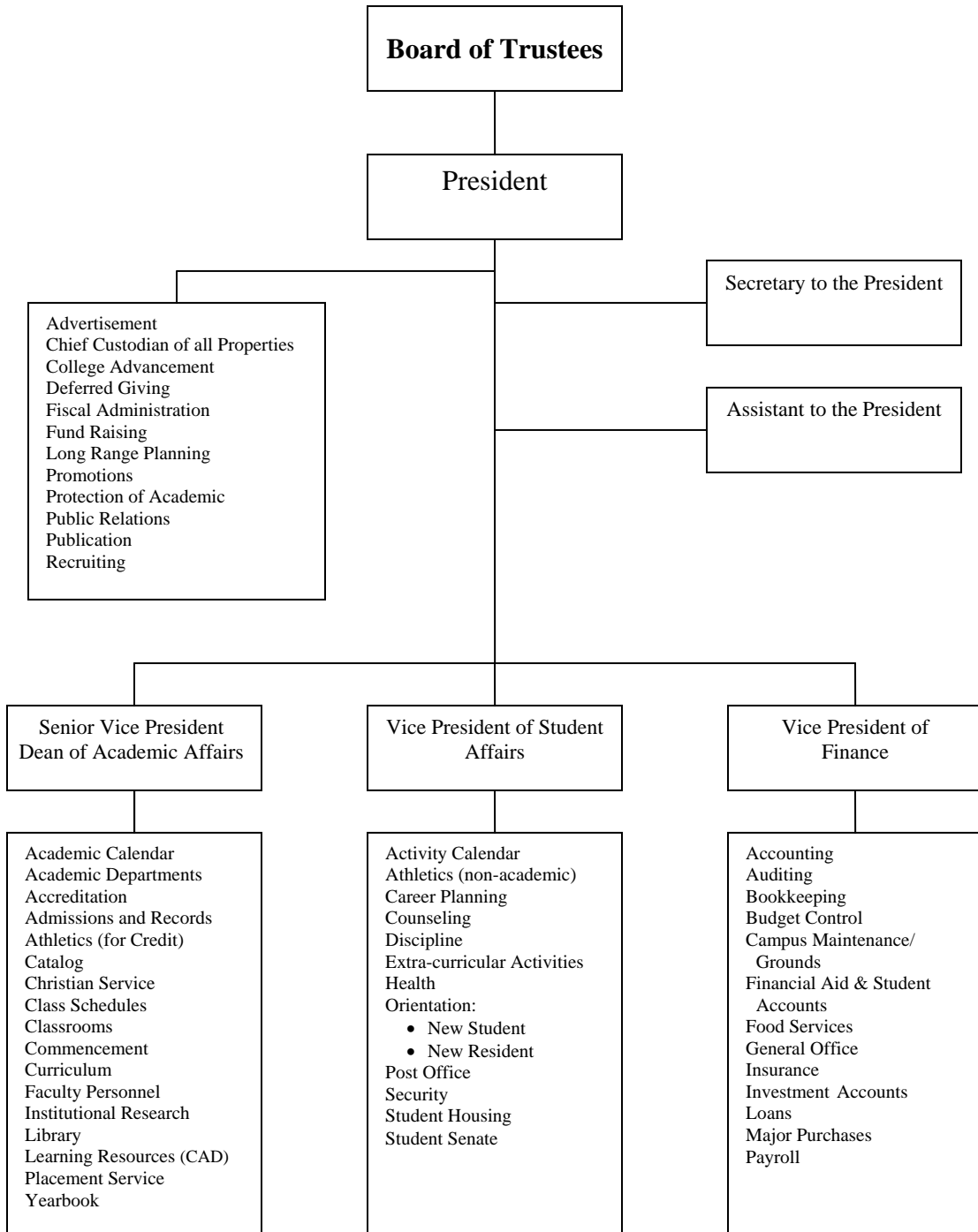
## **ORGANIZATION AND LEADERSHIP**

Zion Bible College is governed and sponsored by the Southern New England District Council of the Assemblies of God. The General Council of the Assemblies of God along with the Southern New England District, the Northern New England District, and the New York District provide direct support to the College. (The Assemblies of God denomination has more than 12,300 congregations in the United States with some 2.8 million members and adherents.)

The College’s local board of trustees comprises pastors, evangelists, business persons, missionaries, alumni, and three representatives of the Assemblies of God Southern New England District Council. Most of the trustees reside on the eastern seaboard. The board includes 35 members, including five emeritus members. The president and the five emeritus trustees are non-voting members. Currently, the board is trying to reduce its numbers by attrition.

Dr. Charles Crabtree, former Assistant Superintendent of the Assemblies of God, author of sixteen books, former board member of two Assemblies of God Colleges, and known as “one of the foremost Pentecostal leaders in America today,” was named the sixth president in the history of Zion” in October 2007. The College’s Administrative Committee, which is appointed by the trustees, includes the president, academic dean, dean of student affairs and chief financial officer, provides overall leadership for the College.

# ZION BIBLE COLLEGE Administrative Flow Chart



## ACADEMIC AND RELATED MATTERS

*Admissions and enrollment.* Each applicant must give evidence of a definite experience of regeneration and approved Christian character. The College takes into consideration the applicant's complete academic record, recommendations, plans for the future and personal information. Academic success, achievement at the associate level (if applicable) and academic promise through the admissions process are also considered. Zion Bible College's policy of open enrollment allows prospective students to apply at any time. After all requested application forms have been completed and received, each applicant is carefully reviewed by the Admissions Committee. A visit to the campus prior to enrollment is encouraged. An application submitted too late for one semester will automatically be considered for the following semester. Required application materials are as follows:

- Personal Application
- Pastoral Reference
- Educator's or Employer's Reference
- Personal Reference
- Essays (As Required In Application)
- A Non-Refundable \$35 Application Fee (International Application Fee is \$75)
- Official Transcripts
- SAT or ACT Score
- Health Certificate

International students must also provide documentation of finances, a deposit of \$2,800, an I-20 Immigration form and TOEFL scores of 173 on the computer exam and 500 on the paper exam.

### ENROLLMENT PROJECTION

	<b>Appendix # of Students Year 1</b>	<b>Appendix # of Students Year 2</b>	<b>Appendix # of Students Year 3</b>	<b>Appendix # of Students Year 4*</b>
New Full Time	80	92	105	121
Continuing Full Time	160	185	212	242
New Part Time	23	26	30	35
Continuing Part Time	36	47	59	71
<b>Totals</b>	<b>299</b>	<b>350</b>	<b>406</b>	<b>469</b>

*Tuition and Fees.* Zion Bible College charges an annual tuition of \$6,300 and fees totaling \$505. The College plans to implement a 10 percent increase in tuition and fees for the 2008-2009 year and an 8 percent increase for the three subsequent academic years.

<i>School Year</i>	<i>Tuition, Room and Board</i>
2008-2009	\$13,345
2009-2010	\$14,679
2010-2011	\$16,513
2011-2012	\$18,577

*Curriculum (Attachment A).* The proposed program is intended to help students value the church and develop appreciation for the purpose of the church – to lead the church community in worship, preach the gospel to the lost, and to mature the believer in the faith. In addition, the program is meant to equip students to preach persuasively, teach effectively, and serve willingly within the church.

Completion of the baccalaureate degree requires at least 128 credits with a cumulative grade point average of 2.0 or higher. Students in the baccalaureate program choose minors that offer a concentration in their chosen vocation. The one-year certificate requires completion of 33 credits, also with a 2.0 cumulative grade point average.

The College operates on a semester basis. The delivery methodology includes classroom instruction, spiritual formation and practical training. All full-time students are required to participate in the College's Christian Service program, whereby students will receive hands-on ministry experience. Students in the program serve under the leadership of the pastor/staff in an assigned church.

*Program Effectiveness.* Zion Bible College conducts an ongoing cycle of self-study and assessment of all departments and academic divisions. Though not a direct path to licensure (ministerial credentialing), Zion's curriculum fulfills the academic requirements for ministerial licensing within the Assemblies of God as well as other Protestant denominations. In the Southern New England District of the Assemblies of God, of which Zion is a part, 95 percent of Zion graduates who apply for licensing within the denomination pass the required exam, which focuses on policy, procedures and legal issues pertaining to ministry. A survey of the graduating class of 2004 found that 79 percent were involved in either full- or part-time (at least 20 hours) vocational ministry, while 7percent were continuing their studies, and 2 percent were in secular work; 12 percent were undetermined.

For the past four years, Zion students have also completed the C.A.A.P. (Collegiate Assessment of Academic Proficiency) exam and have consistently scored at or above the national mean for critical thinking.

## **RESOURCES**

*Faculty.* Following its recent ABHE accreditation visit, the College worked to upgrade credentialed faculty, such that of the 28 current faculty (eight full time and 20 part time) all have master or doctoral degrees, except one who is currently enrolled in a master's program.

*Library.* Zion Bible College's Library includes one full-time librarian and one part-time librarian. The Library currently houses 41,000 items in its collection and multiple computer workstations for patron use and staff use; 1,259 new volumes were added in 2007. The vast majority of the materials in the current collection (approximately 85 percent) are related to the Bible, Theology or Practical Theology. The remaining 15 percent supports the general education component. The collection also contains 3,000 audio and audio visual materials and subscriptions to 100 different periodicals.

*Facilities.* Zion's prospective campus in Haverhill totals approximately 297,000 square feet and comprises nine distinct structures that include Academy Hall, Hasseltine Hall, Denworth Hall, Bicknell Chapel, Campus Center, Dorothy Bell Study Center, Tupelo East and West (Resident Halls), and the Coats House. Each of these buildings is currently undergoing extensive renovation with the exception of Denworth Hall and the Campus Center. There are no immediate plans for the use of either Denworth Hall or the Campus Center.

*Fiscal Resources (Attachment B.* A program budget, contained in attachment B, anticipates that the proposed program will generate a positive balance starting in year two of full operations.

## **EXTERNAL EVALUATION AND INSTITUTIONAL RESPONSE**

Edward Terceiro, Executive Vice President, Mount Wachusett Community College and Dale Hamel, Ph.D., Vice President of Fiscal Affairs, Framingham State College, reviewed the petition in preparation for the site visit in May 2008 and met with the College's administrative Council. Overall, the Committee expressed confidence, with some concerns, in the ability of the College to increase enrollment and improve its fiscal ability to mount and sustain its programs. The Committee recommended that the College clarify financial agreements with retired staff and that, as required by 610 CMR, a Commonwealth authorized accountant would need to be engaged by the College upon its relocation to Massachusetts.

With respect to facilities, the Committee noted that "The College should be commended for its attention to detail in preserving the historical integrity of the buildings and beautiful landscape on campus while undertaking the major renovations necessary to meet its programmatic demands. Even with restricted budgets, a great deal of emphasis has been placed on improving, not only the aesthetics, but the functionality and efficiency of academic, administrative and support space. Although great progress has been made, the College still faces some considerable challenges with respect to ensuring that all of its buildings and grounds are handicapped accessible."

In response the College noted that it has a history of overcoming obstacles to achieve its stated mission and goals. The College explained its plans to systematically address handicap accessibility issues. The College made available requested supplementary information, including clarification of financial agreements for the College's former president and retired personnel and will ensure the inclusion of a Management Discussion and Analysis, preceding the basic FY2009 financial statements. The College will also enlist the services of a CPA firm authorized to practice in the Commonwealth of Massachusetts by August 1, 2008. The College also provided a letter of support from Assemblies of God Financial Services (AGFS) that underscored AGFS willingness to support the College through its transition. A copy of the letter is attached.

## **PUBLIC HEARING**

The required public hearing was scheduled for June 5, 2008, at 10:30 a.m. at the Department of Higher Education.

## **STAFF ANALYSIS AND RECOMMENDATION**

After an exhaustive evaluation of all documentation submitted, staff is satisfied that Zion Bible College and the proposed programs meet the criteria set forth in 610 CMR 2.07 in the *Degree-Granting Regulations for Independent Institutions of Higher Education*. Recommendation is for approval of the College's petition to offer the Bachelor of Arts in Biblical Studies and the One Year Certificate in Biblical Studies.



## Attachment A

### Undergraduate Program Curriculum Outline (Insert additional rows as necessary.)

<b>Required (Core) Courses in the Major (Total Appendix # courses required = 21)</b>		
Course Number	Course Title	Credit Hours
CE1210	Discipleship in the Church	2
MF1212	Introduction to Biblical Studies	2
MF1380	Spiritual Formation	3
MF2350	Hermeneutics	3
MI1210	Christian Missions and Evangelism	2
NT1301	New Testament Survey	3
NT1330	Acts	3
NT2320	Gospels	3
NT2341	Romans & Galatians	3
NT4341	Epistles One	3
NT4342	Epistles Two	3
OT1310	Old Testament Survey	3
OT1321	Pentateuch	3
OT3331	Historical Books	3
OT3341	Poetical Books	3
OT3351	Major Prophets	3
OT3352	Minor Prophets	3
TH1380	Theology I	3
TH2380	Theology II	3
TH3380	Theology III	3
TH4380	Theology IV	3
	<b><i>Sub Total Required Credits</i></b>	<b>60</b>
 <b>Elective Courses (Total Appendix # courses required = 3)</b>  		
Link to New Testament and Old Testament Elective Courses: <a href="http://www.zbc.edu/catalog.html">http://www.zbc.edu/catalog.html</a> pg 48.		
NT****	New Testament Electives	4
OT****	Old Testament Elective	2

	<b>Sub Total Elective Credits</b>	<b>6</b>
<b>General Education Courses (Total Appendix # courses required = (13/14))</b>		
<b>Indicate Distribution of General Education Requirements Below:</b> See Attached list of Core General Education Courses Link to additional General Education courses: <a href="http://www.zbc.edu/catalog.html">http://www.zbc.edu/catalog.html</a> , pgs 49-50		Appendix # of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		28
Mathematics and the Natural and Physical Sciences		3
Social Sciences		2
General Education Electives		3
<b>Sub Total General Education Credits</b>		<b>36</b>
<b>Required (Core) Courses in the Minor (see Attached) (Total Appendix # courses required = 10-13 dependant on minor)</b>		
<b>Curriculum Summary</b>		
Total number of courses required for the degree		47/51
Total credit hours required for degree		128
<b>Prerequisite, Concentration or Other Requirements:</b> <b>BA students must choose a minor in Christian Education (Adult, Youth, Children, or Church School), Music, Pastoral Ministry, Urban Missions or World Missions.</b> <b>Credits required for all minors: 26.</b> <b>Courses required for the minor: 10/13</b>		

## CORE COURSES: GENERAL EDUCATION AND MINOR PROGRAMS

**Major (Bible/Theology) Core & Electives see: [http://www.zbc.edu/academic\\_catalog.pdf](http://www.zbc.edu/academic_catalog.pdf) pages 68-72**

### General Education – Core Courses

CM1310	Introduction to Speech	3
EN1341	English Composition I	3
EN2342	English Comp/Literature	3
HI2331	Church History	3
HI2342	American History	3
MF1180	Freshmen Seminar – Fall Semester	1
MF1181	Freshmen Seminar – Spring Semester	1
MF4280	Senior Seminar	2
PH3381	Introduction to Philosophy	3
PH4382	Ethics	3

PS2371	General Psychology	3
SC3334	Biology	3
SS2231	Marriage & the Family	2

**General Education Core and Electives see: [http://www.zbc.edu/academic\\_catalog.pdf](http://www.zbc.edu/academic_catalog.pdf) pages 72-76.**

**MINOR PROGRAM: Core Courses**

**CE: Adult Ministry**

CE2211 or CE2212	Introduction to Children's Ministry Introduction to Youth Ministry	2
CE2213	Introduction to Adult Ministry	2
CE3243	Curriculum Development	2
CE3255	Principles and Methods of Teaching	2
CE4363	Teacher and the Teaching Task	2
MF3291	Introduction to Christian Service	2
CE****	Christian Education Elective	2
CE3191, 3192 CE4193, 4394	Internship	4
PM2322	Church and CE Administration	3
PM3373	Introduction to Pastoral Counseling	3
PM/MI/CE****	Pastoral, Missions or Christian Education Elective	2

**MINOR PROGRAM: Core Courses**

**CE: Youth Ministry**

CE2212	Introduction to Youth Ministry	2
CE3231	Defining a Generation	2
CE3255	Principles and Methods of Teaching	2
CE3362	Youth Pastor	3
CE4263	Teacher and the Teaching Task	2
CE3273	Counseling Children and Youth	2
CE****	Christian Education Elective	2
CE3191, 3192 CE4193, 4194	Internship	4
MF3291	Introduction to Christian Service	2
PM3251	Homiletics I	2

PS2374	Human Growth and Development	3
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**MINOR PROGRAM: Core Courses**

**CE: Children's Ministry**

CE2211	Introduction to Children's Ministry	2
CE3251	Communicating through the Arts	2
CE3255	Principles and Methods of Teaching	2
CE3361	Children's Pastor	3
CE3273	Counseling Children and Youth	2
CE3243	Curriculum Development	2
CE4263	Teacher and the Teaching Task	2
CE****	Christian Education Elective	2
CE3191, 3192 CE4193, 4194	Internship	4
MF3291	Introduction to Christian Service	2
PS2374	Human Growth and Development	3

**MINOR PROGRAM: Core Courses**  
**Church School**

CE2223	Administration of Christian Education	2
CE2235	History of Christian Education	2
CE3251	Communicating Through the Arts	2
CE3255	Principles & Methods of Teaching	2
CE3330	Early Childhood Education	3
CE3273	Counseling Children and Youth	2
CE4235	Philosophy of Christian Education	2
CE4243	Curriculum Development	2
CE4263	Teacher and the Teaching Task	2
CE3181; 3182 CE4193; 4194	Teaching Practicum	4
MF3291	Introduction to Christian Service	2
PS2374	Human Growth and Development	3

**MINOR PROGRAM: Core Requirements**  
**Music Minor**

MF3291	Introduction to Christian Service	2
MU1210	Music Fundamentals (Pre-Requisite for the Music Program)	2
MU2151	Auditory Theory I	1
MU2160	Choir	2
MU2162; 2163	Applied Music (Piano and Voice)	4
MU2242	Music Technology	2
MU2250	Introduction to Music Theory	2
MU3153	Auditory Theory II	1
MU3251	Music Theory I	2
MU3254	Choral Conducting	2
MU4251	Music Theory II	2
MU****	Music Elective	2
MU3191, 3192 MU4193, 4194	Internship	4

**MINOR PROGRAM: Core Requirements  
Pastoral Ministry**

FI3222	Finances for Ministers	2
MF3291	Introduction to Christian Service	2
PM2311	Introduction to Pastoral Ministry	3
PM2322	Church and Christian Education Administration	3
PM3251	Homiletics I	2
PM3373	Introduction to Pastoral Counseling	3
PM4252	Homiletics II	2
PM****	Pastoral Elective	2
PM3191, 3192 PM4193, 4194	Internship	4
TH4381	Apologetics	3

**MINOR PROGRAM: Core Requirements  
World Missions**

MF3291	Introduction to Christian Service	2
MI2322	Administration of Intercultural Education	3
MI2361 or MI3222	Missionary Life and Relations or Missionary Principles and Practices	3 or 2
MI3231 or MI3231	Cultural Anthropology or Cross Cultural Communications	2 or 2
MI3232	Cult Awareness	2
MI4231	World Religions	2
MI3191, 3192 MI4193, 4194	Internship	4
PM2311	Introduction to Pastoral Ministry	3
PM3251	Homiletics I	2
PM****	Pastoral Elective	3

**MINOR PROGRAM: Core Requirements**  
**Urban Missions**

MF3291	Introduction to Christian Service	2
MI2311	Introduction to Urban Ministry	3
MI2251	Urban Evangelism	2
MI3232	Cult Awareness	2
MI3251	Cross Cultural Communication	2
MI3273	Counseling in the Urban Setting	2
MI4221	Leading the Urban Church	2
MI4251	Urban Church Planting	2
MI****	Missions Elective	2
MI3191, 3192 MI4193, 4194	Internship	4
PM3251	Homiletics I	3

**Minor Core and Electives see: [http://www.zbc.edu/academic\\_catalog.pdf](http://www.zbc.edu/academic_catalog.pdf)**

**One Year Certificate Program Curriculum Outline**  
(Insert additional rows as necessary.)

<b>Major Required (Core) Courses (Total Appendix # of courses required = 0)</b>		
Course Number	Course Title	Credit Hours
CM1310	Introduction to Speech	3
EN1341	English Composition I	3
CE1210	Discipleship in the Church	2
CE3252	Bible Study Methodology	2
MF1380	Spiritual Formation	3
MI1210	Christian Missions and Evangelism	2
NT1301	New Testament Survey	3
NT1330	Acts	3
NT2320	Gospels	3
OT1310	Old Testament Survey	3
OT1321	Pentateuch	3
TH1380	Theology I	3
	SubTotal Appendix # Core Credits Required	<b>33</b>
	SubTotal Appendix # Elective Credits Required	
<b>Curriculum Summary</b>		
Total number of courses required for the One Year Certificate		12
Total credit hours required for the One Year Certificate		33
<b><i>Prerequisite, Concentration, Dissertation or Other Requirements:</i></b>		



## Attachment B – Budget

### *Zion Budget Highlights*

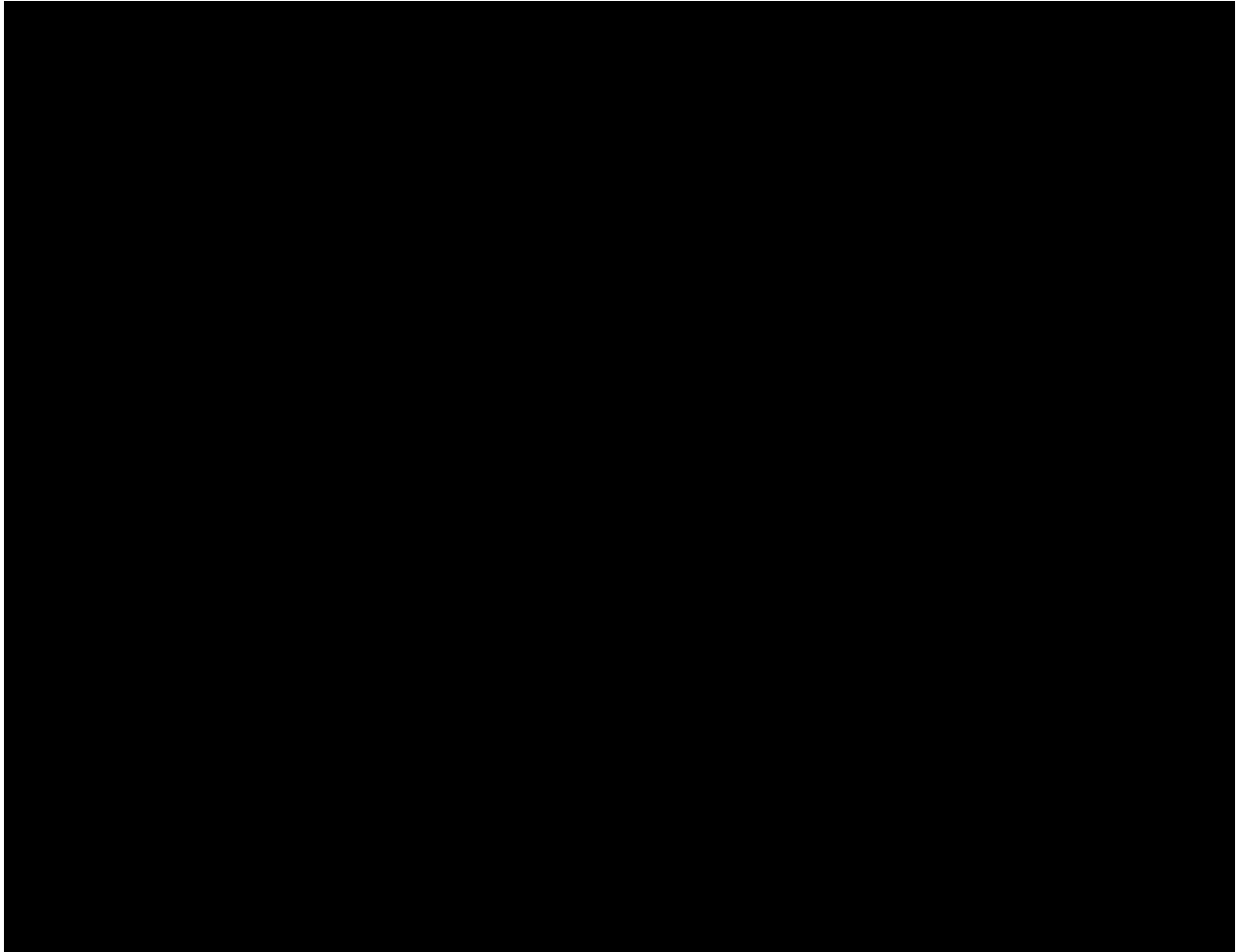
#### Campus Transaction Assumptions

Rate on Conventional Mortgage on Barrington - used as bridge loan	7.5%
Barrington Campus sells on July 1, 2009	\$ 11,000,000
Annual Capital Improvements after occupancy	\$ 250,000

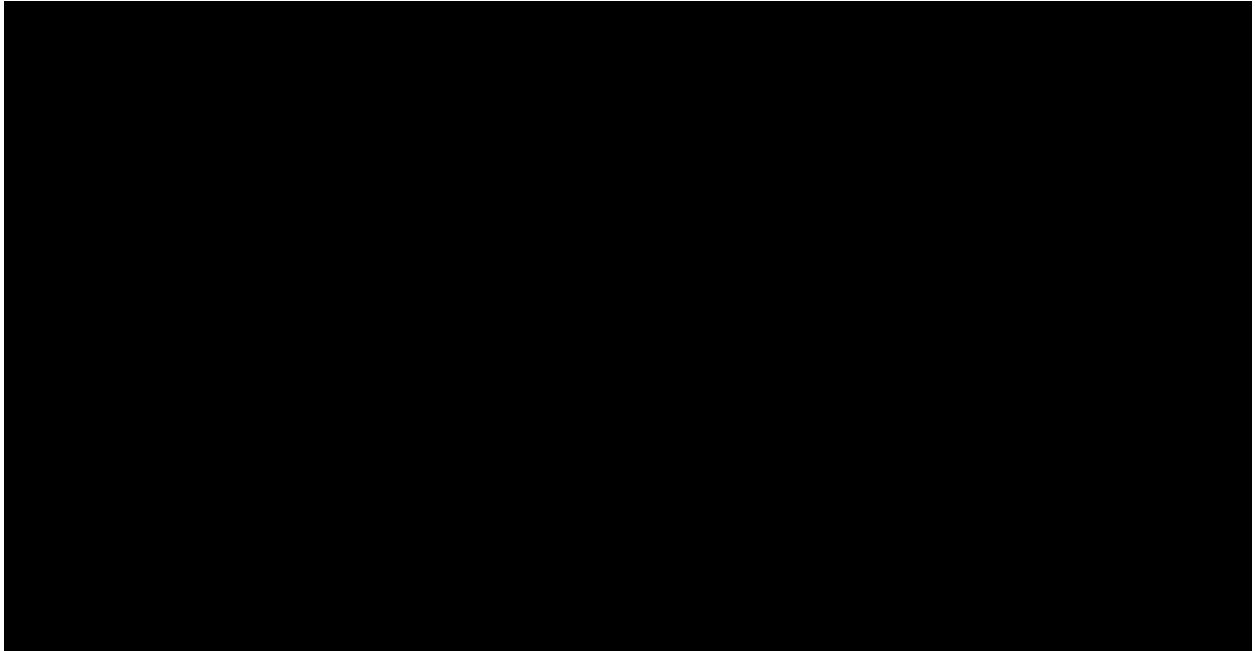
#### Operating Assumptions

	<u>Last six months 6/30/2007</u>	<u>Final RI Year 6/30/2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Student Enrollment	237	237	237	249	261
Enrollment Growth		0.0%	0.0%	5.0%	5.0%
Tuition and Fees	\$ 11,115	\$ 12,005	\$ 13,206	\$ 14,262	\$ 15,403
% increase in Tuition and Fees	1.7%	8.0%	10.0%	8.0%	8.0%
Salary adjustments reflect actual agreements with existing members.					
Incremental Faculty	1 in each of 2010 and 2012				
Contributions		\$ 500,000	\$ 750,000	\$ 1,000,000	\$ 1,250,000
Annual Capital Additions to Bradford			\$ 250,000	\$ 250,000	\$ 250,000
Inflation	2.50%				
Return on Investments	5.00%				

*Income Statement*



***Balance Sheet***



***Statement of Changes in Cash***

