



Policy Number: AS019  
Effective Date: June 14, 2021

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a. : This Board of Trustees at The American University of Kurdistan is authorized to establish rules and regulations to govern and operate the University and its programs.

b. : The purpose is to set forth a policy to provide guidelines for developing a new academic program. This policy is a continuation of the Policy of Curriculum Development, emphasizing the new academic program development process.

c. : This policy applies faculty, all department chairs, and deans of the academic colleges.

a. : President and Provost and Vice President for Academic Affairs

b. : Deans and Provost and Vice President for Academic Affairs

c. : Faculty Senate, Deans, the Office of the Provost and Vice President for Academic Affairs

POLICY – Policy for New Academic Program Development

The procedures specify the process to be followed in the development of new academic programs.

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Ideas for new academic programs may come from many sources. They might be the outcome of faculty ideas, student or community requests, strategic planning processes, and/or advances in a discipline. During the idea generation phase, proposers should ask:

- a. Why are we offering this program?
- b. Whom are we targeting?
- c. Where is the market -prospective students and industry interests?
- d. What design of program is optimal?

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The number of new academic programs that could be developed may well exceed available resources for their successful development and implementation. Even good program ideas often surpass the resources available or may be inconsistent with the university's strategic direction. Thus, various ideas for new programs must first be reviewed and prioritized. The general questions that should be applied in reviewing possible new programs should include the following:

- a. Is the proposed program consistent with and supportive of the mission and strategic direction of the University?
- b. Can the proposed program be delivered with sufficient academic quality?
- c. Is the proposed program consistent with the strength and core competencies of the department? If not, can these be reasonably developed?
- d. Is the proposed program free from duplication or competition with a current or planned program within the University? Or, to what extent is it expected that enrollments in this program would compete with existing program(s) for students and resources?
- e. What is the expected excess of net revenues over projected program direct expenses to be generated by the program?
- f. Does available market data indicate an adequate demand for this program in the KRI to justify implementation? Provide summarized market demand analysis.

- g. Is the proposed program sustainable on a long term basis? If not, what is the projected life expectancy of the proposed program?
- h. Does the proposed program have characteristics that are distinctive from similar programs offered by the competition?
- i. In what format(s) will the proposed programs be offered (e.g., traditional face-to-face, hybrid, on-line)?

Answers to these questions, as well as other relevant information, should be provided in a concept paper as a pre-proposal document.

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A new academic program should begin with the submission of a detailed Concept Paper as a pre-proposal document. While relatively short in format, it should still provide sufficient information for a meaningful evaluation prior to approval for the development of a full program proposal.

- a. If the Concept Paper was initiated by the faculty of the department, its submission to the College Curriculum Committee (CCC) for review implies full support from members of the department. The reviews and comments are sent to the department chair and Dean, who will determine further action.
- b. The department initiating the Concept Paper should seek consultation from the University Curriculum Design Committee (CDC). The CDC can meet with proposers to discuss the ideas contained in the Concept Paper. Considerations 2 reW614(epart)12(m)-4(ent)4( init)9

Once the Provost approves the Concept Paper, the initiating department should proceed to create the full program proposal, which is a formal proposal.

a.



### **Full Program Proposal Approval Sequence**

- a. Once the initiating department faculty approve the full program proposal, the department chair will forward the recommendations and the full program proposal to the College Curriculum Committee (CCC).
- b. The CCC will forward its recommendations to the dean.
- c. The initiating dean will submit the full program proposal and supporting document (s) to the Provost for review. The dean's recommendation should, in all cases, be accompanied by supporting documentation concerning:

The need for the proposed curriculum.

Supporting statements from the deans and curriculum committees of any other college which would be involved in the proposal's implementation.

Budgetary implications of the proposal.

Implications of the proposal for any support services not covered in the above (library, facilities, academic/student services, and IT).

Other information as articulated, such as the Provost's recommendation and any other supporting documents.

- d. After receiving a confirming recommendation from the dean and the Provost, the CCC, and the originating department will forward all recommendations for the new program to the University Curriculum Design Committee (CDC).
- e. The University Curriculum Design Committee (CDC) will review and make a recommendation to the Faculty.

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1. REVENUES:

- 1.1. Net Tuition Revenue: An estimate of the Net Tuition Revenue including a description of the revenue assumptions should be made using the following information:
  - 1.1.1. Enrollment Projections: estimate the number of NEW full-time and continuing students (taking more than 12 credit hours per semester); estimate total number of new credit hours generated at AUK.
  - 1.1.2. Tuition Revenue: If existing tuition rates are being proposed, calculate the tuition revenue by multiplying the estimated number of students/credits times the appropriate current year tuition rate (please contact the Office of Finance if additional rate information is needed). For each successive fiscal year projection use the appropriate tuition with the designated increase.
  - 1.1.3. Fee Revenue: If a new fee is being proposed, calculate the fee revenue by multiplying the estimated number of students/credits times the proposed fee.
  - 1.1.4. Unfunded and funded Tuition Discount: Unfunded discounts are non-endowed, unrestricted scholarships, grants, stipends, and assistantships. For estimates of discount for Undergraduate and Graduate students, contact the Director of Financial Aid.
- 1.2. Contributions: Estimate of the total expected gift revenues; identify the source.
- 1.3. Grants: Estimate of the total expected grants revenue; identify the source.
- 1.4. Other Income: Estimate of the total expected revenue; identify the source.

2. PERSONNEL AND OTHER DIRECT EXPENSES:

- 2.1. Faculty Salaries: An estimate of full-time faculty salaries. Attach documentation listing the number of faculty, rank and status.
- 2.2. Contract Administrator Salaries: An estimate of full-time contract administrator salaries. Attach documentation listing the number of administrators and titles.
- 2.3. Hourly Support Staff: An estimate of full-time support staff salaries. Attach documentation listing the number of support staff and classification.
- 2.4. Part-time Personnel: An estimate of part-time personnel, including faculty, administrators, support staff, and student assistants. Attach documentation listing the number of employees and classification.
- 2.5. Fringe Benefits: An estimate of the fringe benefits using designated rates for all full-time personnel and part-time personnel.
- 2.6. Direct Expenses: An estimate of all expenses including library acquisitions, office and other supplies, advertising, promotion, travel, postage, etc. Provide explanation for expenditures.

3. INDIRECT EXPENSES:

- 3.1. Occupancy and other indirect expenses will be determined by Office of Finance.
- 3.2. Include only direct expenses in program financial projections.

3.3. CAPITAL EXPENSES:

- 3.3.1.1. Capital Equipment: Capital equipment, furniture, or fixtures is defined as any individual item costing \$1,000 or more and having a useful life of at least one year.
- 3.3.1.2. Construction Renovation: A remodeling or renovation project is determined to be a capital project if it improves on the "status quo" of the facility and adds to the value of the facility. The following remodeling and renovation costs are not capital costs but rather treated as direct

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expenses: painting, travel related to the project, fixtures and furniture, carpeting and any minor renovations. Contact the Manager of Campus Services for assistance with developing renovation/construction cost estimates.

- 3.3.1.3. Information Technology: Costs associated with new computer hardware or software systems include equipment purchases, administrative systems purchase, outside consulting and related costs. Contact the IT Director for assistance with technology cost estimates and/or equipment specifications.

### 4. START-UP EXPENSES:

- 4.1. Start-

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As appropriate to the specifics of a particular new academic program proposal, personnel from the following offices may provide valuable input during the development of proposals:

- Marketing and Communications – Office of Communication
- Registrar - Admission and Registration Department
- Admissions – Admission and Registration Department
- Student Scholarship/Financial Aid – Office of Finance
- Library - Director
- Information Technology Department – Director
- Facilities – Campus Services Manager
- Budget – Office of Finance
- Human Resources – Director

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1. What is the name of your proposed program? Program dean's name and contact information?	
2. How does the program fit within the college and University mission?	
3. What review and approval process has this program undergone at the college, with other colleges, Academic Council of Deans and department chairs, and Provost?	

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15. What are the other student costs for this program (e.g. fees)?	
16. Will this proposed program require student tuition subsidies/scholarships)? Sources for external funding?	
17. Will you have a student handbook? If not,	