

Private Higher Education HEI Licensing and Addition of New Program to the License

Feasibility Study Guide

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Table of Contents

1. Introduction	2
2. Overview of the Licensing Process	3
3. Categories of Applicants	4
4. Feasibility Study Framework and Assessment Methodology	5
4.1. Feasibility Study Overview	5
4.2. Feasibility Study Framework	5
4.3. Feasibility Study Assessment Methodology	6
Part 1: Critical Requirements Assessment	6
Part 2: Additional Requirements Assessment	6
5. Appendix: Feasibility Study Assessment Frameworks	8
5.1. New Local Private HEI	8
5.2. New Branch of Existing Local Private HEI	12
5.3. New International Branch Campus	16
5.4. Addition of a new program	21

1. Introduction

This guide is designed to inform applicants seeking to establish a new private higher education institution on the requirements of the required feasibility study for establishing higher education institutions (HEIs) and new programs in Saudi Arabia, by providing a breakdown of the requirements and assessment criteria, ensuring that applicants are aware of all the requirements of the study to develop a compelling and compliant feasibility study.

Establishing a new local private HEI, International Branch Campus, or offering a new program in KSA involves numerous regulatory steps, and the feasibility study is a critical component that serves as the foundation for obtaining the necessary license to be allowed to operate and deliver those programs in the Kingdom.

There are 4 types of feasibility studies depending on whether the applicant wishes to establish a HEI or offer a new program, as well as on the type of HEI, as follows:

1. New Local Private HEI (University or College)
2. New Branch of Existing Local Private HEI (University or College)
3. New International Branch Campus
4. Addition of a new program

Each type of application has its own specific requirements, and understanding these nuances is key to developing a complete feasibility study.

By understanding the requirements and expectations, applicants can minimize delays, improve the quality of their submissions, and ultimately enhance their chances of successfully secure the approval to obtain their license.

2. Overview of the Licensing Process

These main steps for securing approval to obtain the license to establish and operate a HEI, or add new programs to an existing license, are as follows:

Step 1: Approval to establish

An applicant seeking to establish a new local private HEI must submit the following documents:

- **Legal structure :**
The formal structure of the HEI submitting the construction application
- **Feasibility study:**
A study that clarifies and proves the feasibility of establishing a higher education institution through a licensed consulting office in KSA
- **Financial solvency and capabilities proof:**
Proof that the HEI applying for establishment has the financial solvency and capabilities to establish and operate a higher education institution
- **HEI name and location:**
Name and location of the higher education institution
- **Academic offerings:**
A statement of colleges, scientific departments, and specializations

An applicant seeking to establish an International Branch Campus must submit the following documents:

- **University Information:**
Details about the foreign university, including its official name, headquarters, date of establishment, specializations, key strengths, and any existing branches
- **Feasibility study:**
A study verifying the viability of establishing the International Branch Campus, conducted to ensure sustainability and alignment with educational objectives
- **Basic Statute:**
A legally sanctioned document endorsed by the foreign university outlining identification of the legal entity, organizational structure, rules, procedures, and its administrative, financial, and academic policies
- **Academic Structure and Offerings:**
A comprehensive overview of the university branch's academic components, including colleges, departments, research units, and specialized fields of study
- **Start Date:**
The planned date for the commencement of academic activities at the university branch

Step 2: Apply for license (if needed)

After receiving approval from the Council of Ministers to establish a HEI or an International Branch Campus, the entity owner must apply for a license. The HEI cannot begin to operate until the General Secretariat of CUA grants the license

Step 3: Adding programs to license (repeatable)

To request approval for study programs, a designated form must be completed and submitted along with other required documents such as a study plan. Once the request is completed and approved, the General Secretariat will add the program to the institution's license

Step 4: Renewal of license

The General Secretariat issues a five-year license for the International Branch Campus, which can be renewed by submitting the approved form. License renewal requests must be submitted at least 90 days before expiration. If approved, the renewal takes effect the day after the license expires, regardless of the submission date

3. Categories of Applicants

Applicants are categorized into two categories (A or B) for each type of application, based on the caliber of the applicant in terms of reputation, compliance history, etc.

Category A applicants fulfill certain criteria or fall in a certain category of institutions and receive exemptions as incentives depending on the type of application, as follows:

1) New Local Private HEI

Requirement: The higher education institution that the applicant seeks to establish is not-for-profit HEI

Exemption: Requirements of the feasibility study are waived such as simplified financial documentation

2) New Branch of Existing HEI

Requirement: The institution is accredited by ETEC, has other international accreditations, and has a history of compliance with CUA's standards & regulations; and/or the main branch is a non-profit HEI

Exemption: The labor market requirements of the feasibility study are waived, and the financial analysis requirements are simplified

New International Branch Campus

Requirement: Foreign university that ranks in the top 200 universities worldwide

Exemption: Requirements of the feasibility study are waived such as labor market requirements; with simplified financial documentation

3) Addition of a new program

There are no exceptions for applicants seeking to add a new program to their license

Category B applicants are any other applicant that does not fulfill Category A requirements and are not eligible for any exemption.

4. Feasibility Study Framework and Assessment Methodology

4.1. Feasibility Study Overview

The approval stage is the first step towards establishing a new local private HEI or International Branch Campus in Saudi Arabia. This stage assesses whether the proposed institution, or the proposed new programs, meet the necessary requirements to advance to the full application process. A key component of this stage is feasibility study.

A feasibility study is a comprehensive assessment that evaluates the viability of establishing a HEI or program in Saudi Arabia. It examines whether the proposed HEI or program can meet the educational, financial, and regulatory standards set by the CUA, while also aligning with national education priorities. The study also enables stakeholders to assess the potential success of the institution or program by analyzing critical aspects such as (when applicable) academic offerings, market demand, financial sustainability, governance structure, regulatory compliance, and plans for implementation.

4.2. Feasibility Study Framework

The feasibility study framework is tailored based on the type of application:

1. New Local Private HEI (University or College)
2. New Branch of Existing Local Private HEI (University or College)
3. New International Branch Campus
4. Addition of a new program

Each type has specific domains and requirements which are outlined in detail in the appendix.

The overarching framework is divided into several key domains, each representing a critical area of evaluation:

1. **Product Offering:** Evaluates the academic offering, qualification recognitions, and faculty requirements.
2. **Market and Competition:** Assesses how well the proposed HEI or program addresses market needs, including an economic overview, demand analysis, supply and competition analysis, strategic and labor market alignment, and gap analysis.

3. **Resources:** Reviews founders and partners, location and facilities, governance and organization, and academic and student support services.
4. **Quality and Accreditation:** Assesses the incorporation an internal quality assurance systems & processes, as well as the plans to abide by external quality assurance requirements such as accreditation by ETEC and other international bodies.
5. **Financial Analysis:** Evaluates revenue and cost breakdown, initial investment and funding requirements, financial statements, and financial analysis of the project's viability (NPV, IRR, Payback Period, ...).
6. **Implementation Plan:** Evaluates the phased plan, including key milestones, timelines, and resource allocation to determine if the HEI or program is prepared for the successful launch of its proposed project within the required timeline.

Each domain is split into sub-domains, which are further segmented into requirements. The applicant should make sure that the feasibility study submitted covers all the requirements demanded. Depending on the type of application, some of the domains, sub-domains, and/or requirements might not be required, and applicants should provide all the necessary information and analysis to fulfill all of the requirements of their application as outlined in the Appendix.

Requirements are categorized to ensure a fair evaluation, as follows:

- **Required:** Core components of the feasibility study framework that are *essential* for a thorough and valid evaluation, as this constitutes the minimum acceptable requirements.
- **If applicable:** Part of the core requirements but does not reflect negatively on the score *if and only if the requirement is not applicable* in the context of the new HEI or program.

The 'Required' and 'If applicable' labels are applied at the requirement level

4.3. Feasibility Study Assessment Methodology

The methodology used to assess the framework's domains and requirements involves a combination of qualitative and quantitative analyses and consists of two parts.

Part 1: Critical Requirements Assessment

Critical components are assessed on a pass/fail basis. All the critical requirements must be fully satisfied, as failure to meet any of these requirements will result in the institution's automatic disqualification.

Sub-domains are labeled as '**Critical**' in the Appendix tables, and **all the requirements falling under these sub-domains are critical requirements.**

Part 2: Additional Requirements Assessment

Additional requirements are evaluated based on three key criteria:

1. **Comprehensiveness:** The applicant should ensure that the feasibility study covers of all the required aspects of the study at the required level of details, providing supporting examples/ cases.
2. **Transparency:** The applicant should ensure that the analysis outlines in the feasibility study, as well as their results, are clear and understandable to reviewers and provide sufficient information to properly evaluate the study's validity and reliability.
3. **Evidence-Based Justification:** The applicant should ensure that all sources of data and evidence used throughout the study are reliable and accurate to effectively inform decisions

The score of each additional (applicable) requirement of the framework is the average of its scores across each of the three assessment criteria, which follows a 3-point scale:

1. **Does Not Meet Criteria (Score of 0):** The study of feasibility shows clear deficiencies, failing to provide evidence to address the requirement.
2. **Partially Meets Criteria (Score of 1):** The feasibility study shows partial evidence to address the requirement.
3. **Fully Meets Criteria (Score of 2):** The feasibility study provides the necessary evidence to address the requirement.

The score for each domain is calculated as the equally weighted average (in %) of the scores of all its requirements.

The total score of the feasibility study is calculated as the equally weighted average (in %) of the scores of all applicable requirements.

For the application to be considered successful, the total score on the additional requirements should be **equal to or greater than 70%**.

5. Appendix: Feasibility Study Assessment Frameworks

5.1. New Local Private HEI

Domains	Sub-domains	Requirements	Description
1. Market and competition	1.1. KSA economy overview	1.1.1. KSA macroeconomic understanding	Provide your understanding of the KSA economy and the contribution of HEIs to the economy in terms of skilled labor supply, job opportunities creation, etc.
	1.2. Demand analysis	1.2.1. KSA higher education market understanding	Provide an analysis of local market demand for higher education offerings, including estimates of the size of the population seeking enrolment in HEIs in KSA
		1.2.2. Market analysis on target academic programs	Provide your analysis of local market demand, including estimates of the size of the population interested in enrolling in the different programs the HEI is planning to offer, demonstrating how the new HEI will help meet this demand, through its unique value, attraction, and mission
		1.2.3. Future prospects analysis	Provide projections of the market demand for the different programs that will be offered at the HEI for the next 5-10 years, justifying long-term sustainability of the HEI
	1.3. Supply and competition analysis	1.3.1. Current competitors offering the academic programs	Provide your analysis of HEIs offering similar programs to ones the new HEI is planning to offer, both in KSA and in the same geographic area, highlighting how the new HEI will be able to compete by providing reasons for why students will choose the new HEI over other competitors
		1.3.2. Capacity and utilization	Provide an analysis of the current supply of programs that are planned to be offered by the new HEI, along with an estimation of the total market capacity for each program and their corresponding utilization rate (actual enrollment of students in a given program within the same region over the total available capacity for the same program within the same region)
		1.3.3. Pricing scheme	Provide an analysis of the different tuition fee structures and any other associated fees (e.g. technology fees, administrative fees,...), for competitors in the same region as the new HEI, in order to ensure alignment with the local market and affordability
		1.3.4. Target beneficiaries	Identify the primary target demographics for similar programs offered by competitors, such as high school graduates, working professionals, or other specific groups, and provide your understanding of competitor targets to help clarify the new HEI's competitive position and unique value propositions

Domains	Sub-domains	Requirements	Description
		1.3.5. Geographic presence	Provide an overview of competing HEIs' geographic presence, detailing their campus locations, regional reach, and recruitment strategies, and highlighting how these locations enhance their appeal, offering insights for positioning the new HEI's location advantages
	1.4. Strategic and labor market alignment	1.4.1. Sectoral analysis of the academic offering	Provide an analysis of how the HEI's academic offerings align with the needs of their respective economic sectors and relevant industry standards in KSA and how they address national priorities related to the sector
		1.4.2. Labor market analysis	Provide an analysis of the current demand for graduates of the programs offered by the HEI, justifying how it will contribute to the increase in employability of KSA students graduating from its programs
	1.5. Gap analysis	1.5.1. Future needs identification	Provide an analysis of identified future labor market trends related to the academic offerings of the HEI in order to inform appropriate changes and adjustment to the programs to meet expected future changes in market needs and remain competitive in the long-run
2. Resources	2.1. Founders and partners	2.1.1. Founders profile, background, and relevant experience	Provide profiles and background details of the HEI's founders, highlighting their qualifications and relevant experience in education and management
		2.1.2. Partners' profile (If applicable)	<i>Not required if the programs will be delivered via the HEI's physical and human resources only</i> Otherwise, provide profiles of potential partners that will support to the academic offerings such as partnerships with local/international firms, hospitals, research centers, etc. to offer on-the-job training for students for example. Also outline which programs are supported by the partnerships, as well as the specific responsibilities of each party
	2.2. Location and facilities	2.2.1. Geographical location suitability analysis	Provide an analysis of how the proposed location can support the HEI's mission and growth strategy, including but not limited to: accessibility for students, faculty, and staff, proximity to transportation hubs, housing, amenities, and industry connections, ensuring that the site complies with national regulations and any logistical or infrastructure requirements.
		2.2.2. High level master plan	Provide information on the location and plans for the physical, virtual, and social resources of the proposed HEI to ensure the adequacy of the planned facilities, adhering to international standards. If available, an overview of site and floor plans should be provided, highlighting key spaces for initial operations and future phases, including offices, classrooms, administrative and student support facilities, IT infrastructure, and specialized areas such as labs or studios

Domains	Sub-domains	Requirements	Description	
	2.3. Governance and organization	2.3.1. Governance	Provide supporting evidence for a clear delegation of authority such as a governing body charter, and demonstrate oversight mechanisms, compliance with national regulations, and risk management, ensuring alignment with the HEI's goals and operations	
		Critical	2.3.2. Organization	Provide an organizational chart that clearly outlines the HEI's structure, including lines of authority and institutional relationships, and demonstrates that the HEI will employ enough qualified faculty, administrative, and technical staff to support its programs and operations
	2.4. Academic and students support	2.4.1. Student services	Provide evidence of adequate student services, including orientation programs to assist students in transitioning into their studies, early detection of students at risk of poor academic progress, and targeted support services for academic and personal well-being, ensuring that student services meet the needs of diverse charities, and that the institution has monitoring systems in place to track student progress and completion rates	
		2.4.2. Learning and information resources	Provide sufficient details about learning & information resources such as learning management system, student information system, workflow management systems, document/archiving management systems, etc., including details of accessibility and technical support on and off campus	
	3. Quality and compliance	3.2. Quality assurance	3.2.1. Internal quality assurance	Provide an overview of institutional quality assurance framework, including relationship with academic governance processes, and policies and procedures for internal quality assurance
			3.2.2. Accreditation plan	Provide a high-level plan of how the HEI will pursue institutional accreditation and program accreditation from the Education and Training Evaluation Commission, as well as international accreditation where applicable/desired
4. Financial analysis	4.1. Revenue and cost breakdown	4.1.1. Revenue streams and revenue breakdown	Provide a breakdown of the various revenue streams expected for the HEI, including but not limited to tuition fees, government funding, grants, donations, endowments, and ancillary services such as on-campus housing, dining, and other paid student services.	
		Critical	4.1.2. Expected number of students and programs' fees	Provide projections for student enrollment and tuition rates, providing insight into expected income from each program over the initial years (5-10 years)

Domains	Sub-domains	Requirements	Description	
		4.1.3. Operating costs breakdown	Provide a detailed breakdown of operating costs, including but not limited to faculty salaries, administrative expenses, utilities, technology infrastructure, maintenance, and other recurring expenses necessary for the proper operation of the HEI	
		4.2. Initial Investment and Funding Requirements Critical	4.2.1. CAPEX requirements with clear breakdown and timing	Provide a clear breakdown of CAPEX requirements such as facilities, infrastructure, technology, and other major assets, and include their respective development timelines, their alignment with the HEI's development plan from establishment to full operation, ensuring that all necessary resources are in place to support program delivery and student services before enrollment begins
			4.2.2. Pre-operating costs	Provide a breakdown of all non-capital pre-operating costs incurred before the HEI becomes operational, including but not limited to: initial marketing and outreach efforts, recruitment of staff and faculty, regulatory and licensing fees, and any other expenses required to begin the establishment of the HEI
	4.2.3. Capital structure		Provide an outline of the HEI's capital structure, specifying the initial sources of funding, including equity, debt, and any external investments or endowments, demonstrating financial stability and sufficient capital to support initial and ongoing operations	
	4.3. Financial statements and indicators Critical	4.3.1. Financial statement forecast	Present a high-level financial statement forecast, including income statements, balance sheets, and cash flow projections for the initial years of operation, which aligns with revenue expectations, operating costs, and capital expenditures, proving the HEI can guarantee long-term financial sustainability	
		4.3.2. NPV, IRR, and payback period analysis	Provide a high-level analysis of key financial metrics such as Net Present Value (NPV), Internal Rate of Return (IRR), and payback period, demonstrating the financial viability and expected return on investment, ensuring the HEI meets its expected performance over time	
		4.3.3. Breakeven and scenario analysis	Include a high-level breakeven analysis by conducting scenario analyses to evaluate financial resilience under varying conditions, such as changes in enrollment, funding, or operating costs, to identify the enrollment and revenue levels needed to cover costs	
	5. Implementation plan	5.1. Implementation plan	5.1.1. Timed action plan	Provide a timed action plan that outlines all steps required for the successful launch of the HEI and its programs over the first 5-10 years of operation, including but not limited to: key staff and faculty appointments, deadlines for submitting programs for review, development milestones to ensure all necessary resources (e.g. facilities, infrastructure, student services) are in place prior to student enrollment

Domains	Sub-domains	Requirements	Description
		5.1.2. Rollout of programs	Provide the program rollout plan highlighting the expected launch date of each program that the HEI is planning to offer, with a rationale for the planned timeline
		5.1.3. Admissions and ramp-up plan	Provide the admission ramp-up plan, highlighting the initial operating capacity and the expected full operating / steady-state capacity for the total number of students, detailing the planned enrollment capacity by faculty overall and within their respective programs.

5.2. New Branch of Existing Local Private HEI

Domains	Sub-domains	Requirements	Description
1. Market and competition	1.1. KSA economy overview	1.1.1. KSA macroeconomic understanding	Provide your understanding of the KSA economy and the contribution of HEIs to the economy in terms of skilled labor supply, job opportunities creation, etc.
	1.2. Demand analysis	1.2.1. KSA higher education market understanding	Provide an analysis of local market demand for higher education offerings, including estimates of the size of the population seeking enrolment in HEIs in KSA, demonstrating how the new branch will help meet this demand, through its unique value, attraction, and mission
		1.2.2. Market analysis on target academic programs	Provide your analysis of local market demand, including estimates of the size of the population interested in enrolling in the different programs the new branch is planning to offer
		1.2.3. Future prospects analysis	Provide projections of the market demand for the different programs that will be offered at the new branch for the next 5-10 years, justifying long-term sustainability of the new branch
	1.3. Supply and competition analysis	1.3.1. Current competitors offering the academic programs	Provide your analysis of HEIs offering similar programs to ones the new branch is planning to offer, both in KSA and in the same geographic area, highlighting how the new branch will be able to compete by providing reasons for why students will choose the new branch over other competitors
		1.3.2. Capacity and utilization	Provide an analysis of the current supply of programs that are planned to be offered by the new branch, along with an estimation of the total market capacity for each program and their corresponding utilization rate (actual enrollment of students in a given program within the same region over the total available capacity for the same program within the same region)

Domains	Sub-domains	Requirements	Description
		1.3.3. Pricing scheme	Provide an analysis of the different tuition fee structures and any other associated fees (e.g. technology fees, administrative fees,...), for competitors in the same region as the new branch, in order to ensure alignment with the local market and affordability
		1.3.4. Target beneficiaries	Identify the primary target demographics for similar programs offered by competitors, such as high school graduates, working professionals, or other specific groups, and provide your understanding of competitor targets to help clarify the new branch's competitive position and unique value propositions
		1.3.5. Geographic presence	Provide an overview of competing HEIs' geographic presence, detailing their campus locations, regional reach, and recruitment strategies, and highlighting how these locations enhance their appeal to, offering insights for positioning the new branch's location advantages
	1.4. Strategic and labor market alignment	1.4.1. Sectoral analysis of the academic offerings	Provide an analysis of how the new branch's academic offerings align with the needs of their respective economic sectors and relevant industry standards in KSA and how they address national priorities related to the sector
		1.4.2. Labor market analysis	Provide an analysis of the current demand for graduates of the programs offered by the new branch, justifying how it will contribute to the increase in employability of KSA students graduating from its programs
	Critical		
	1.5. Gap analysis	1.5.1. Future needs identification	Provide an analysis of identified future labor market trends related to the academic offerings of the new branch in order to inform appropriate changes and adjustment to the programs to meet expected future changes in market needs and remain competitive in the long run
2. Resources	2.1. Founders and partners	2.1.1. Founders profile, background, and relevant experience	Provide profiles and background details of the HEI's founders, highlighting their qualifications and relevant experience in education and management
		2.1.2. Partners' profiles (if applicable)	<i>Not required if the programs will be delivered via the HEI's physical and human resources only</i> Otherwise, provide profiles of potential partners that will support the academic offerings such as partnerships with local/international firms, hospitals, research centers, etc. to offer on-the-job training for students for example. Also outline which programs are supported by the partnerships, as well as the specific responsibilities of each party
	Critical		

Domains	Sub-domains	Requirements	Description	
	2.2. Location and facilities <i>Critical</i>	2.2.1. Geographical location suitability analysis	Provide an analysis of how the proposed location can support the HEI's mission and growth strategy, including but not limited to: accessibility for students, faculty, and staff, proximity to transportation hubs, housing, amenities, and industry connections, ensuring that the site complies with national regulations and any logistical or infrastructure requirements.	
		2.2.2. High level master plan	Provide information on the location and plans for the physical, virtual, and social resources of the proposed HEI to ensure the adequacy of the planned facilities, adhering to international standards. If available, an overview of site and floor plans should be provided, highlighting key spaces for initial operations and future phases, including offices, classrooms, administrative and student support facilities, IT infrastructure, and specialized areas such as labs or studios	
	2.3. Governance and organization <i>Critical</i>	2.3.1. Governance	Provide supporting evidence for a clear delegation of authority such as a governing body charter, and demonstrate oversight mechanisms, compliance with national regulations, and risk management, ensuring alignment with the HEI's goals and operations	
		2.3.2. Organization	Provide an organizational chart that clearly outlines the HEI's structure, including lines of authority and institutional relationships, and demonstrates that the HEI will employ enough qualified faculty, administrative, and technical staff to support its programs and operations	
	2.4. Academic and students support	2.4.1. Student services	Provide evidence of adequate student services, including orientation programs to assist students in transitioning into their studies, early detection of students at risk of poor academic progress, and targeted support services for academic and personal well-being, ensuring that student services meet the needs of diverse cohorts, and that the institution has monitoring systems in place to track student progress and completion rates	
		2.4.2. Learning and information resources	Provide sufficient details about learning & information resources such as learning management system, student information system, workflow management systems, document/archiving management systems, etc., including details of accessibility and technical support on and off campus	
	3. Financial analysis	3.1. Revenue and cost breakdown	3.1.1. Revenue streams and revenue breakdown	Provide a breakdown of the various revenue streams expected for the new branch, including but not limited to tuition fees, government funding, grants, donations, endowments, and ancillary services such as on-campus housing, dining, and other paid student services.

Domains	Sub-domains	Requirements	Description	
	Critical	3.1.2. Expected number of students and programs' fees	Provide projections for student enrollment and tuition rates, providing insight into expected income from each program over the initial years (5-10 years)	
		3.1.3. Operating costs breakdown	Provide a detailed breakdown of operating costs, including but not limited to faculty salaries, administrative expenses, utilities, technology infrastructure, maintenance, and other recurring expenses necessary for the proper operation of the new branch	
	3.2. Initial Investment and Funding Requirements	Critical	3.2.1. CAPEX requirements with clear breakdown	Provide a clear breakdown of CAPEX requirements such as facilities, infrastructure, technology, and other major assets, and include their respective development timelines, their alignment with the new branch's development plan from establishment to full operation, ensuring that all necessary resources are in place to support program delivery and student services before enrollment begins
			3.2.2. Pre-operating costs	Provide a breakdown of all non-capital pre-operating costs incurred before the HEI becomes operational, including but not limited to: initial marketing and outreach efforts, recruitment of staff and faculty, regulatory and licensing fees, and any other expenses required to begin the establishment of the new branch
			3.2.3. Capital structure	Provide an outline of the new branch's capital structure, specifying the initial sources of funding, including equity, debt, and any external investments or endowments, demonstrating financial stability and sufficient capital to support initial and ongoing operations
	3.3. Financial statements and indicators	Critical	3.3.1. Financial statement forecast	Present a high-level financial statement forecast, including income statements, balance sheets, and cash flow projections for the initial years of operation, which aligns with revenue expectations, operating costs, and capital expenditures, proving the new branch can guarantee long-term financial sustainability
			3.3.2. NPV, IRR, and payback period analysis	Provide a high-level analysis of key financial metrics such as Net Present Value (NPV), Internal Rate of Return (IRR), and payback period, demonstrating the financial viability and expected return on investment, ensuring the new branch meets its expected performance over time
			3.3.3. Breakeven and scenario analysis	Include a high-level breakeven analysis by conducting scenario analyses to evaluate financial resilience under varying conditions, such as changes in enrollment, funding, or operating costs, to identify the enrollment and revenue levels needed to cover costs

Domains	Sub-domains	Requirements	Description
4. Implementation plan	4.1. Implementation plan	4.1.1. Timed action plan	Provide a timed action plan that outlines all steps required for the successful launch of the new branch and its programs over the first 5-10 years of operation, including but not limited to: key staff and faculty appointments, deadlines for submitting programs for review, development milestones to ensure all necessary resources (e.g. facilities, infrastructure, student services) are in place prior to student enrollment
		4.1.2. Rollout of programs	Provide the program rollout plan highlighting the expected launch date of each program that the new branch is planning to offer, with a rationale for the planned timeline
		4.1.3. Admissions and ramp-up plan	Provide the admission ramp-up plan, highlighting the initial operating capacity and the expected full operating / steady-state capacity for the total number of students, detailing the planned enrollment capacity by faculty overall and within their respective programs.

5.3. New International Branch Campus

Domains	Sub-domains	Requirements	Description
1. Market and competition	1.1. KSA economy overview	1.1.1. KSA macroeconomic understanding	Provide your understanding of the KSA economy and the contribution of International Branch Campus to the economy in terms of skilled labor supply, job opportunities creation, etc.
	1.2. Demand analysis	1.2.1. KSA higher education market understanding	Provide your analysis of local market demand for higher education offerings, including estimates of the pool of students seeking enrolment in HEIs in KSA
		1.2.2. Market analysis on target academic programs	Provide your analysis of local market demand, including estimates of the size of the population interested in enrolling in the different programs the International Branch Campus is planning to offer, demonstrating how the new International Branch Campus will help meet this demand, its unique value, attraction, and mission
		1.2.3. Future prospects analysis	Provide projections of the market demand for the different programs that will be offered at the International Branch Campus for the next 5-10 years, justifying long-term sustainability of the International Branch Campus

Domains	Sub-domains	Requirements	Description
	1.3. Supply and competition analysis	1.3.1. Current competitors offering the academic programs	Provide your analysis of International Branch Campus offering similar programs to ones the new International Branch Campus is planning to offer, both in KSA and in the same geographic area, highlighting how the new International Branch Campus will be able to compete by providing reasons for why students will choose the new International Branch Campus over other competitors
		1.3.2. Capacity and utilization	Provide an analysis of the current supply of programs that are planned to be offered by the new International Branch Campus, along with an estimation of the total market capacity for each program and their corresponding utilization rate (actual enrollment of students in a given program within the same region over the total available capacity for the same program within the same region)
		1.3.3. Pricing scheme	Provide analysis of the different tuition fee structures and any other associated fees (e.g. technology fees, administrative fees,...), for competitors in the same region as the new International Branch Campus, in order to ensure alignment with the local market and affordability
		1.3.4. Target beneficiaries	Provide an analysis of the current demand for graduates of the programs offered by the HEI, justifying how it will contribute to the increase in employability of KSA students graduating from its programs
		1.3.5. Geographic presence	Provide an analysis of identified future labor market trends related to the academic offerings of the HEI in order to inform appropriate changes and adjustment to the programs to meet expected future changes in market needs (e.g. Automation of previously manual tasks) and remain competitive in the long run
	1.4. Strategic and labor market alignment Critical	1.4.1. Sectoral analysis of the academic offering	Provide an analysis of how the International Branch Campus's academic offerings align with the needs of their respective economic sectors and relevant industry standards in KSA and how they address national priorities related to the sector
		1.4.2. Labor market analysis	Provide an analysis of the current demand for graduates of the programs offered by the International Branch Campus, justifying how it will contribute to the increase in employability of KSA students graduating from its programs

Domains	Sub-domains	Requirements	Description
	1.5. Gap analysis	1.5.1. Future needs identification	Provide an analysis of identified future labor market trends related to the academic offerings of the International Branch Campus in order to inform appropriate changes and adjustment to the programs to meet expected future changes in market needs and remain competitive in the long run
3. Resources	2.1. Founders and partners Critical	2.1.1. Founders profile, background, and relevant experience	Provide profiles and background details of the International Branch Campus's founders, highlighting their qualifications and relevant experience in education and management
		2.1.2. Partners' profiles (if applicable)	Otherwise, provide profiles of potential partners that will support the academic offerings such as partnerships with local/international firms, hospitals, research centers, etc. to offer on-the-job training for students for example. Also outline which programs are supported by the partnerships, as well as the specific responsibilities of each party
	2.2. Location and facilities Critical	2.2.1. Geographical location suitability analysis	Provide an analysis of how the proposed location can support the International Branch Campus's mission and growth strategy, including but not limited to: accessibility for students, faculty, and staff, proximity to transportation hubs, housing, amenities, and industry connections, ensuring that the site complies with national regulations and any logistical or infrastructure requirements.
		2.2.2. High level master plan	Provide information on the location and plans for the physical, virtual, and social resources of the proposed International Branch Campus to ensure the adequacy of the planned facilities, adhering to international standards. If available, an overview of site and floor plans should be provided, highlighting key spaces for initial operations and future phases, including offices, classrooms, administrative and student support facilities, IT infrastructure, and specialized areas such as labs or studios
	2.3. Governance and organization Critical	2.3.1. Governance	Provide supporting evidence for a clear delegation of authority such as a governing body charter, and demonstrate oversight mechanisms, compliance with national regulations, and risk management, ensuring alignment with the International Branch Campus's goals and operations

Domains	Sub-domains	Requirements	Description
	2.4. Academic and students support	2.3.2. Organization	Provide an organizational chart that clearly outlines the International Branch Campus's structure, including lines of authority and institutional relationships, and demonstrates that the International Branch Campus will employ a sufficient number of qualified faculty, administrative, and technical staff to support its programs and operations
		2.4.1. Student services	Provide evidence of adequate student services, including orientation programs to assist students in transitioning into their studies, early detection of students at risk of poor academic progress, and targeted support services for academic and personal well-being, ensuring that student services meet the needs of diverse cohorts, and that the institution has monitoring systems in place to track student progress and completion rates
		2.4.2. Learning and information resources	Provide sufficient details about learning & information resources such as learning management system, student information system, workflow management systems, document/archiving management systems, etc., including details of accessibility and technical support on and off campus
3. Quality and compliance	3.1. Quality assurance	3.1.1. Internal quality assurance	Provide an overview of institutional quality assurance framework, including relationship with academic governance processes, and policies and procedures for internal quality assurance
		3.1.2. Accreditation plan	Provide proof of accreditation from the accrediting body in the country of origin of the foreign university, highlighting both the overlaps and differences in requirements compared to standards established, and showing how it aims to fix those gaps. Moreover, the branch is mandated to adhere to and maintain the quality standards established by the Education and Training Evaluation Commission for all its academic programs
4. Financial analysis	4.1. Revenue and cost breakdown Critical	4.1.1. Revenue streams and revenue breakdown	Provide a breakdown of the various revenue streams expected for the International Branch Campus, including but not limited to tuition fees, government funding, grants, donations, endowments, and ancillary services such as on-campus housing, dining, and other paid student services.
		4.1.2. Expected number of students and programs' fees	Provide projections for student enrollment and tuition rates, providing insight into expected income from each program over the initial years (5-10 years)

Domains	Sub-domains	Requirements	Description
		4.1.3. Operating costs breakdown	Provide a detailed breakdown of operating costs, including but not limited to faculty salaries, administrative expenses, utilities, technology infrastructure, maintenance, and other recurring expenses necessary for the proper operation of the International Branch Campus
		4.2.1. CAPEX requirements with clear breakdown	Provide a clear breakdown of CAPEX requirements such as facilities, infrastructure, technology, and other major assets, and include their respective development timelines, their alignment with the International Branch Campus's development plan from establishment to full operation, ensuring that all necessary resources are in place to support program delivery and student services before enrollment begins
		4.2.2. Pre-operating costs	Provide a breakdown of all non-capital pre-operating costs incurred before the HEI becomes operational, including but not limited to initial marketing and outreach efforts, recruitment of staff and faculty, regulatory and licensing fees, and any other expenses required to begin the establishment of the International Branch Campus
	4.2. Initial Investment and Funding Requirements Critical	4.2.3. Capital structure	Provide an outline of the International Branch Campus's capital structure, specifying the initial sources of funding, including equity, debt, and any external investments or endowments, demonstrating financial stability and sufficient capital to support initial and ongoing operations
	4.3. Financial statements and indicators Critical	4.3.1. Financial statement forecast	Present a high-level financial statement forecast, including income statements, balance sheets, and cash flow projections for the initial years of operation, which aligns with revenue expectations, operating costs, and capital expenditures, proving the International Branch Campus can guarantee long-term financial sustainability
	4.3.2. NPV, IRR, and payback period analysis	Provide a high-level analysis of key financial metrics such as Net Present Value (NPV), Internal Rate of Return (IRR), and payback period, demonstrating the financial viability and expected return on investment, ensuring the International Branch Campus meets its expected performance over time	

Domains	Sub-domains	Requirements	Description
		4.3.3. Breakeven and scenario analysis	Include a high-level breakeven analysis by conducting scenario analyses to evaluate financial resilience under varying conditions, such as changes in enrollment, funding, or operating costs, to identify the enrollment and revenue levels needed to cover costs
5. Implementation plan	5.1. Implementation plan	5.1.1. Timed action plan	Provide a timed action plan that outlines all steps required for the successful launch of the International Branch Campus and its programs over the first 5-10 years of operation, including but not limited to: key staff and faculty appointments, deadlines for submitting programs for review, development milestones to ensure all necessary resources (e.g. facilities, infrastructure, student services) are in place prior to student enrollment
		5.1.2. Rollout of programs	Provide the program rollout plan highlighting the expected launch date of each program that the International Branch Campus is planning to offer, with a rationale for the planned timeline
		5.1.3. Admissions and ramp-up plan	Provide the admission ramp-up plan, highlighting the initial operating capacity and the expected full operating / steady-state capacity for the total number of students, detailing the planned enrollment capacity by faculty overall and within their respective programs

5.4. Addition of a new program

Domains	Sub-domains	Requirements	Description
1. Product offering	1.1. Academic offering	1.1.1. Program learning outcomes	Provide clearly defined learning outcomes for the new program, showing alignment with national educational objectives
		1.1.2. Curriculum design	Provide an overview of the program-specific curriculum designed in accordance with the academic framework approved and followed for other programs being offered, and brief justification of any deviation
		1.1.3. Entry requirements	Outline the admission criteria specific to the new program being proposed

Domains	Sub-domains	Requirements	Description
		1.1.4. Research <i>(If applicable)</i>	<i>Not required if the new program does not possess a research component</i> Otherwise, provide a description and high-level plans of how research will be incorporated such as in course projects, labs, seminars, thesis work, etc., and how they can be accommodated with the existing facilities
	1.2. Qualification recognitions	1.2.1. Alignment with NQF	Detail how the new program aligns with its respective NQF requirements
	1.3. Faculty requirements	1.3.1. Faculty profiles	Provide target faculty profiles that include the required qualifications, academic and professional experience, research interests (if applicable), and any other criteria that will be used to assess and select ideal faculty members to support the delivery of the new program.
		1.3.2. Recruitment plan <i>(If applicable)</i>	<i>Not required if the new program will be delivered by existing faculty members only</i> Otherwise, provide a recruitment plan detailing strategies for hiring qualified faculty needed to deliver the new program, including timelines, recruitment criteria, and onboarding processes to ensure staffing aligns with the new program's requirements. Also include proof of faculty recruitment such as final, conditional, contingent, or preliminary contracts with prospective faculty members
2. Market and competition	2.1. Demand analysis	2.1.1. Market analysis on target academic programs	Provide your analysis of local market demand for similar programs, including estimates of the pool of students interested in enrolling in such program
		2.1.2. Future prospects analysis	Provide projections of the number of students that will enroll in the new program over the next 10 years, justifying long-term sustainability of the program
	2.2. Supply and competition analysis	2.2.1. Current competitors offering the academic programs	Provide your analysis of competitor HEIs that are already offering the proposed program, and describe how your offering can compete and what is the value added compared to the existing supply of such programs, and why students would choose this program over other similar programs offered at the same HEI or competitors

Domains	Sub-domains	Requirements	Description
		2.2.2. Capacity and utilization	Provide an analysis of the current supply of the proposed program by other providers, along with an estimation of the total market capacity for each program and their corresponding utilization rate (actual enrollment of students in a given program within the same region over the total available capacity for the same program within the same region)
		2.2.3. Pricing scheme	Provide an analysis of the pricing scheme for competitors offering the proposed program, to ensure alignment with local market and affordability
		2.2.4. Target beneficiaries	Identify the primary target demographics for similar programs offered by competitors, such as high school graduates, working professionals, or other specific groups, and provide your understanding of competitor targets to help clarify the new program's competitive position and unique value propositions
	2.3. Strategic and labor market alignment <i>Critical</i>	2.3.1. Sectoral analysis of the academic offering	Provide an analysis of how the new program aligns with the needs of its respective economic sector(s) and relevant industry standards in KSA
		2.3.2. Labor market analysis	Provide an analysis of the trends in labor market demand for graduates of the new proposed program, justifying how it will contribute to the increase in employability of KSA students graduating from this new program
	2.4. Gap analysis	2.4.1. Future needs identification	Provide an analysis of identified future labor market trends related to the academic offerings of the HEI in order to meet the expected changes in market needs and be able to compete on the long-run, ensuring long-term relevance and sustainability of the new program
	3. Resources	3.1. Founders and partners <i>Critical</i>	3.1.1. Partners' profiles

Domains	Sub-domains	Requirements	Description
	3.2. Governance and organization Critical	3.2.1. Governance	Provide the individuals overseeing the program along with their roles and responsibilities, evidence of academic and financial oversight, compliance with regulations, and alignment with the institution's governance structure to ensure program quality and sustainability
	3.3. Program facilities and resources Critical	3.3.1. Program-specific facilities and resources	Provide details on facilities that were (or will be) developed, and the learning resources that will be offered, to specifically accommodate the new program such as new labs and classrooms, access to international journals, new software licenses, etc.
4. Quality and compliance	4.1. Quality assurance	4.1.1. Internal quality assurance	Provide details on course review processes including course monitoring, approach to considering, monitoring and responding to student performance data and student feedback, plans for reporting feedback on staff teaching and supervision, and periodic course review
		4.1.2. Accreditation plan	Provide a high-level plan of how the HEI will pursue the accreditation of its new program from the Education and Training Evaluation Commission, or from an internationally recognized commission licensed by ETEC where applicable/desired
5. Financial analysis	5.1. Financial impact of the new program	5.1.1. Financial impact of the new program on overall HEI financials	Provide a clear breakdown of the CAPEX and non-capital pre-operating costs required to begin the launch of the new program, the expected tuition price and structure for the program, and an analysis of the impact of introducing the program on the HEI's overall financials in the long run (10 years)
6. Implementation plan	6.1. Implementation plan	6.1.1. Timed action plan	Provide a timed action plan the launch of the new program, outlining all necessary steps to achieve program readiness and support effective delivery, including timelines for hiring relevant faculty and staff, deadlines for submitting the program for internal and external review, and setting up required resources such as classrooms, learning materials, and technology
		6.1.2. Admissions and ramp-up plan	Provide the admission ramp-up plan, highlighting the initial operating capacity and the expected full operating / steady-state capacity of the new program