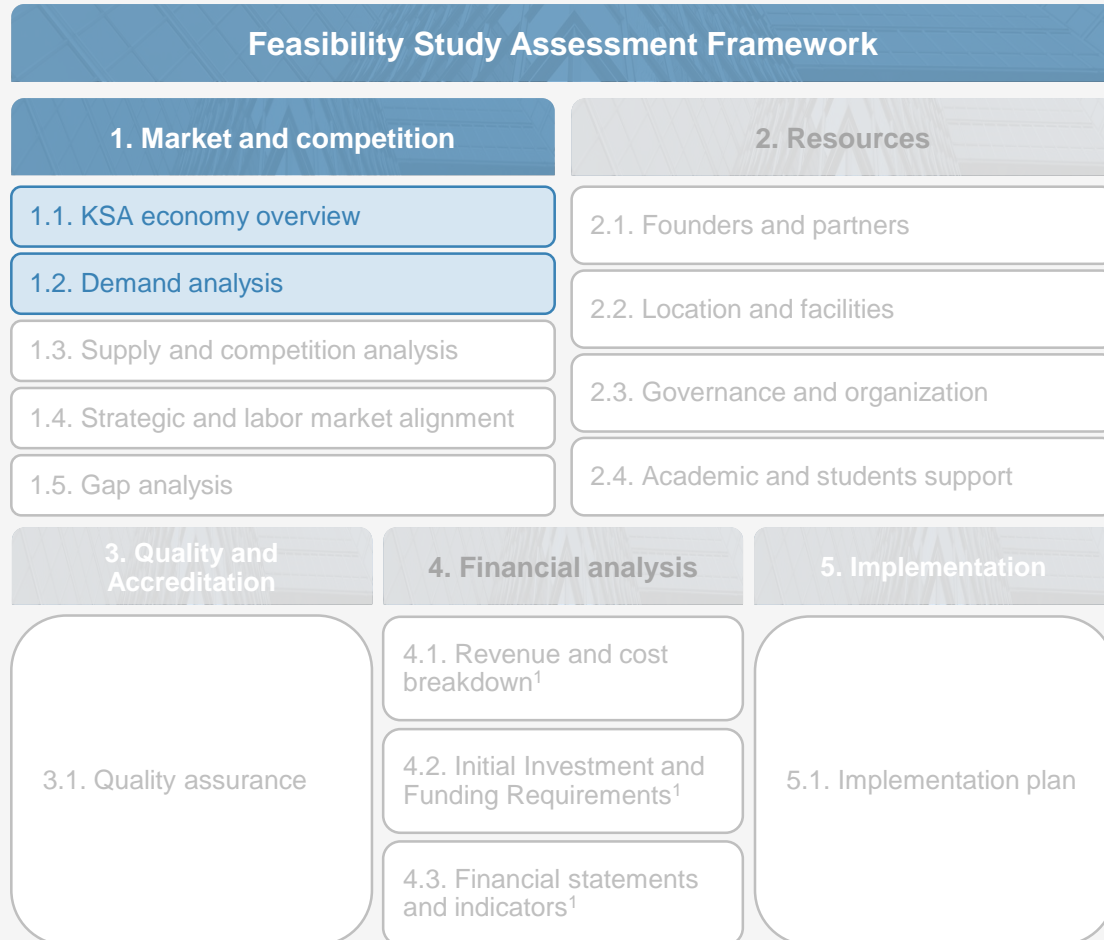


Private Universities and Colleges Licensing – Feasibility Studies Assessment Framework and Methodology

Council of Universities' Affairs
December 2024

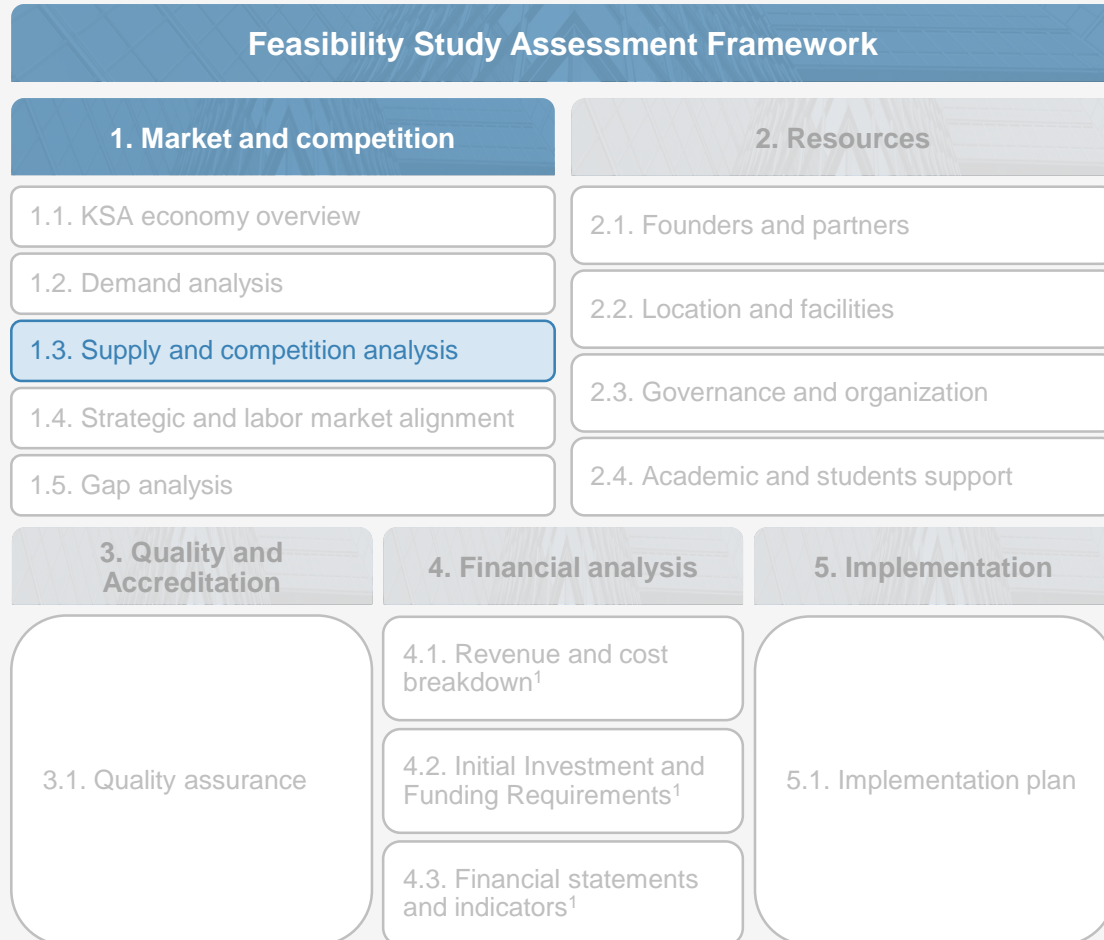


Framework 1. New Local Private HEI (1/13)



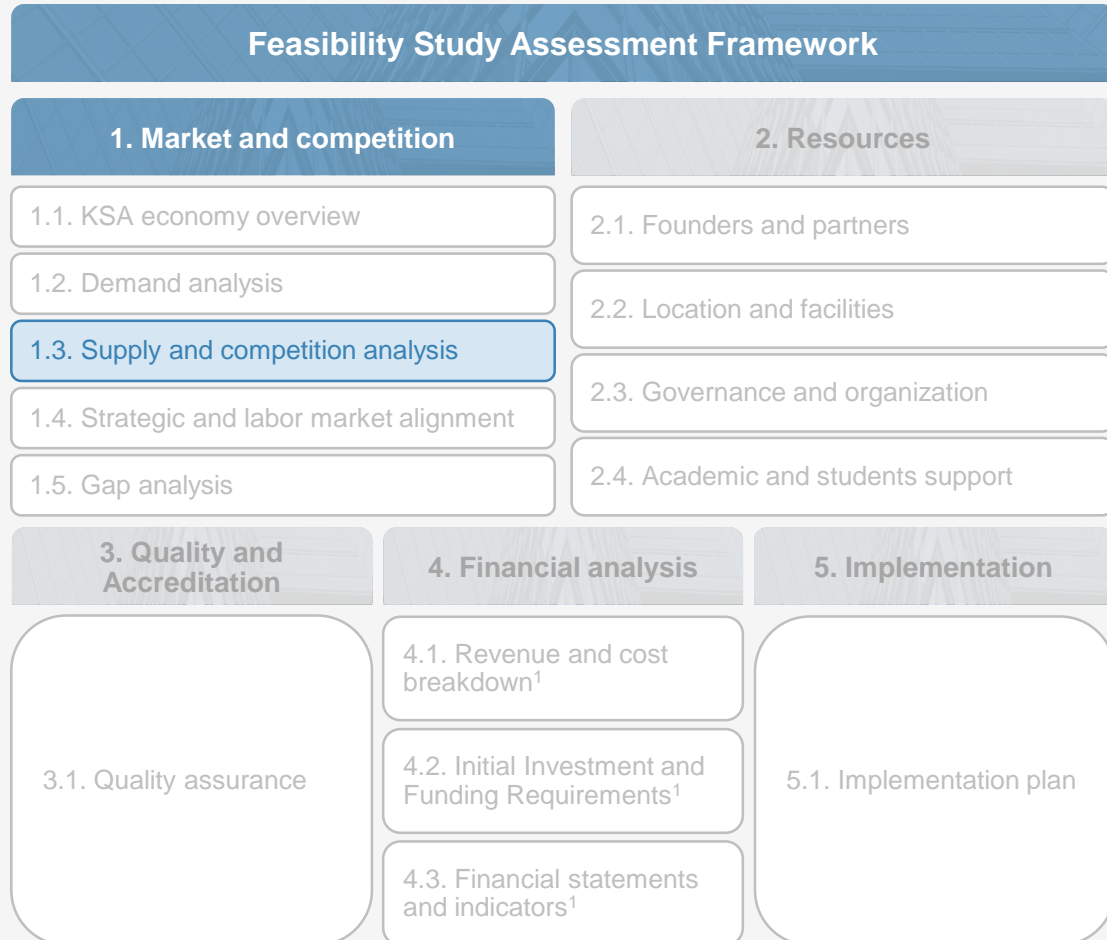
1. Market and competition	
Requirements	Description
1.1.1. KSA macroeconomic understanding	Provide your understanding of the KSA economy and the contribution of HEIs to the economy in terms of skilled labor supply, job opportunities creation, etc.
1.2.1. KSA higher education market understanding	Provide 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

Framework 1. New Local Private HEI (2/13)



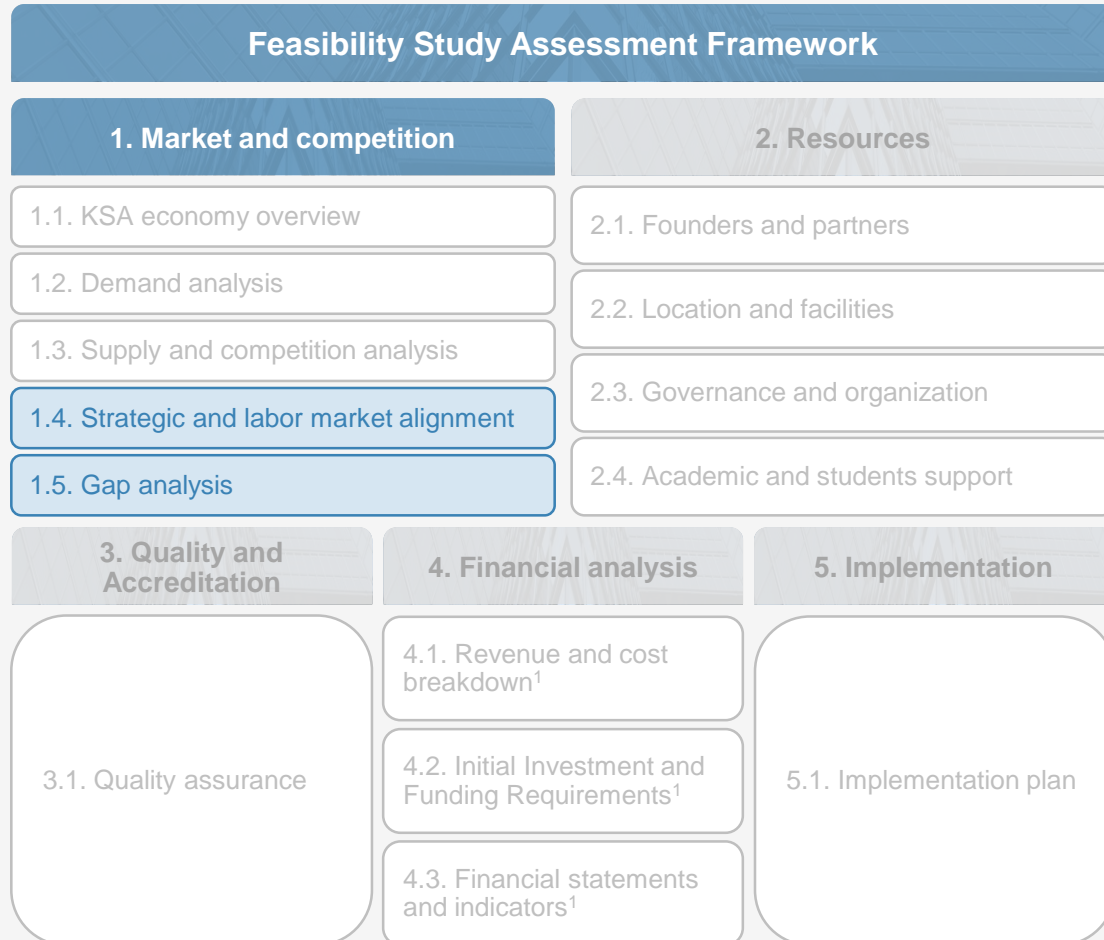
1. Market and competition	
Requirements	Description
1.3.1. Current competitors offering the academic programs	Provide your analysis of HEIs offering similar programs to ones the new HEI is planning to offer, both in KSA and in the same geographic area, highlighting how the new HEI will be able to compete 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

Framework 1. New Local Private HEI (3/13)



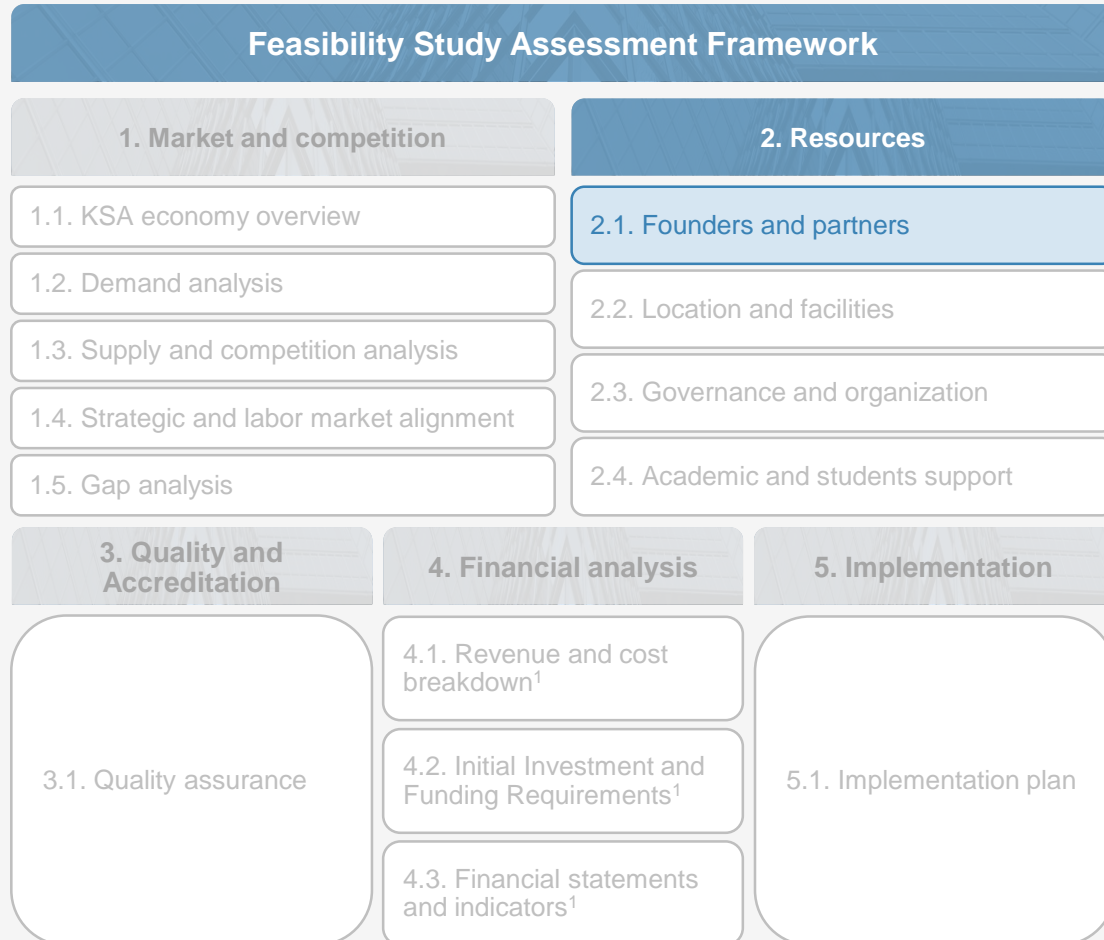
1. Market and competition	
Requirements	Description
1.3.4. Target beneficiaries	Identify the primary target demographics for similar programs offered by competitors, such as high school graduates, working professionals, or other specific groups, and provide your understanding of competitor targets to help clarify the new HEI's competitive position and unique value propositions
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

Framework 1. New Local Private HEI (4/13)



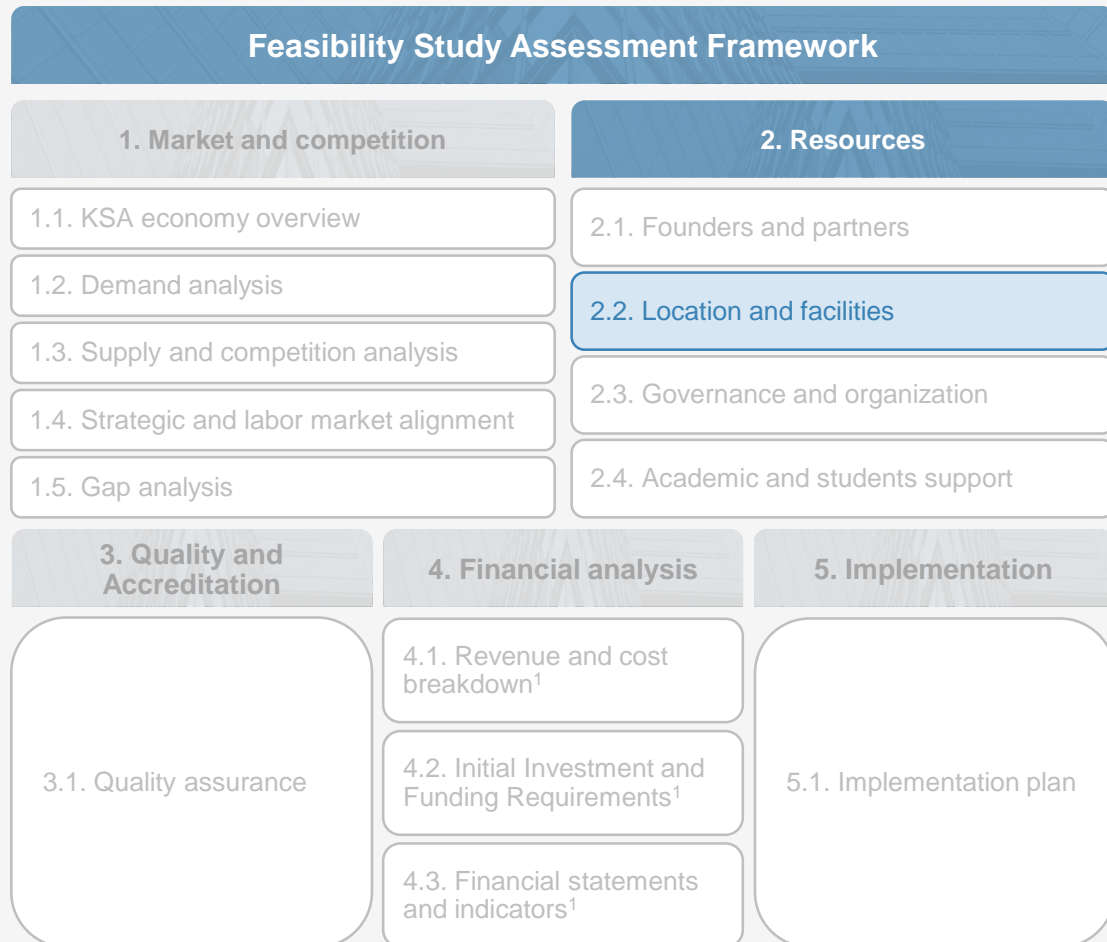
1. Market and competition	
Requirements	Description
1.4.1. Sectoral analysis of the academic offering	Provide an analysis of how the HEI's academic offerings align with the needs of their respective economic sectors and relevant industry standards in KSA and how they address national priorities related 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
1.5.1. 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

Framework 1. New Local Private HEI (5/13)



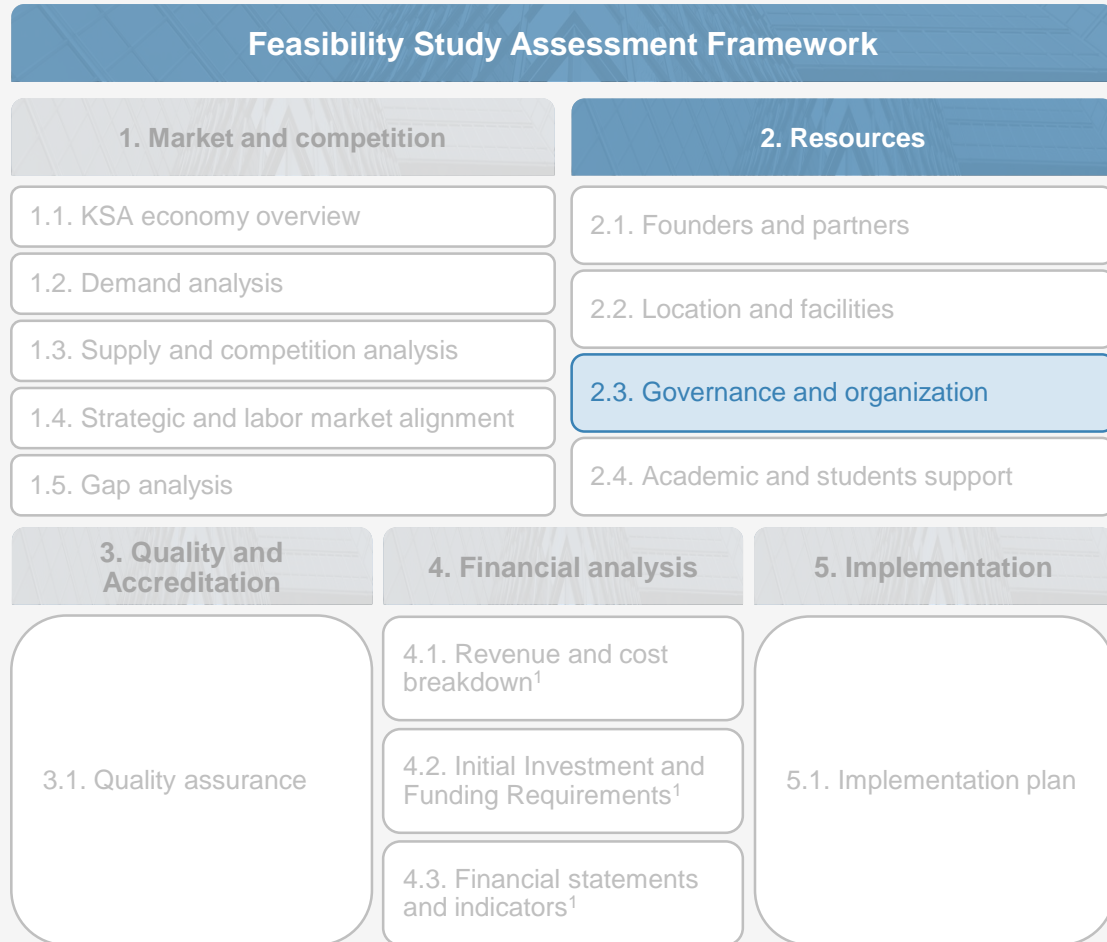
2. Resources	
Requirements	Description
2.1.1. Founders profile, background, and relevant experience	Provide profiles and background details of the HEI's founders, highlighting their qualifications and relevant experience in education and management
2.1.2. Partners' profiles <i>If applicable</i>	<i>Not 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

Framework 1. New Local Private HEI (6/13)



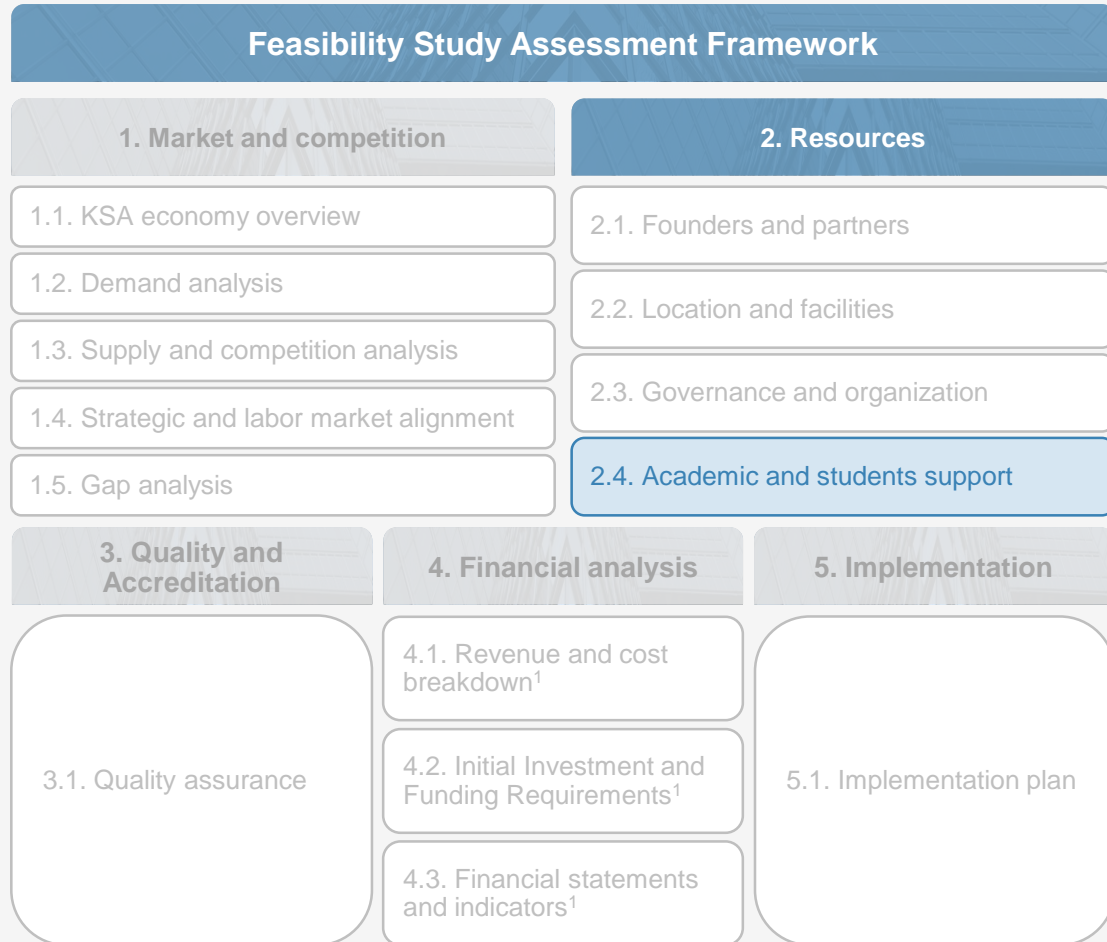
2. Resources	
Requirements	Description
2.2.1. Geographical location suitability analysis	Provide an analysis of how the proposed location can support the HEI's mission and growth strategy, including but not limited to: accessibility for students, faculty, and staff, proximity to transportation hubs, 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

Framework 1. New Local Private HEI (7/13)



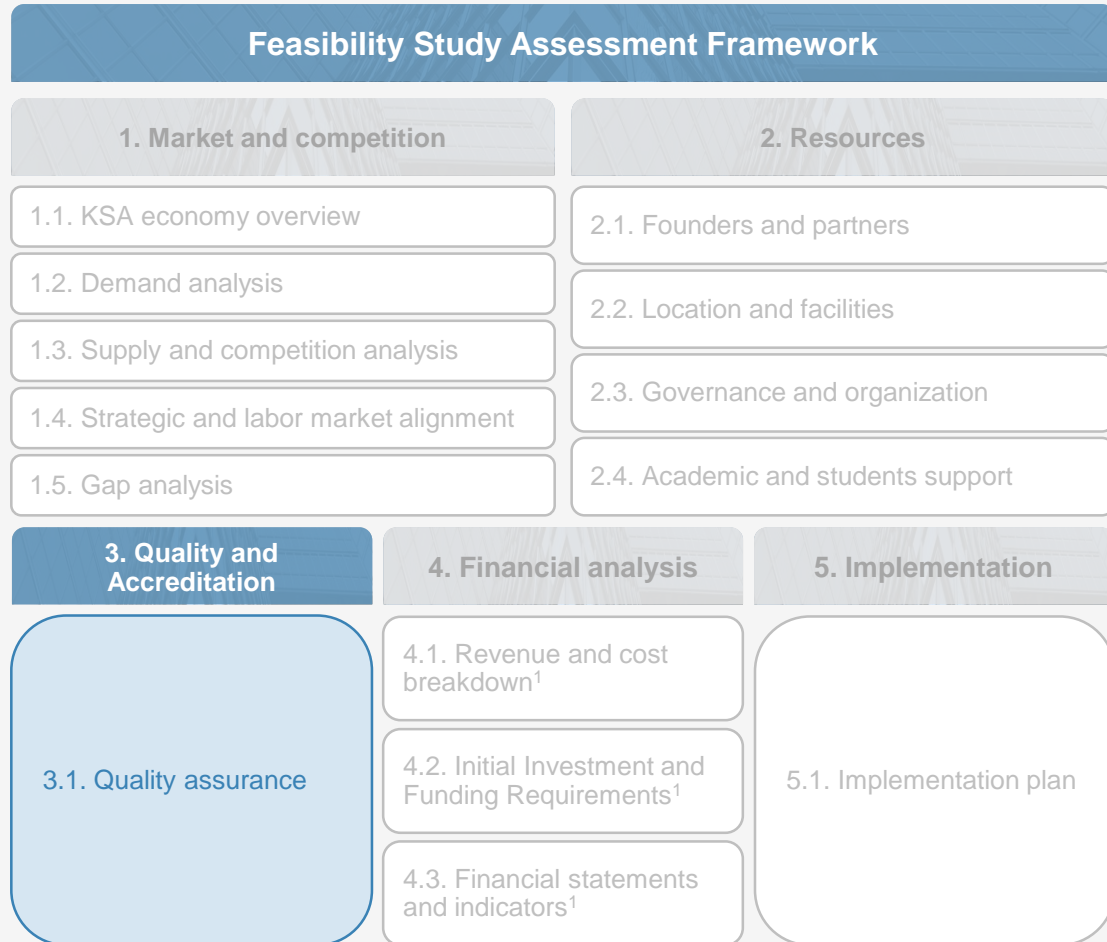
2. Resources	
Requirements	Description
2.3.1. Governance	Provide supporting evidence for a clear delegation of authority such as a governing body charter, and demonstrate oversight mechanisms, compliance with national regulations, and risk management, ensuring alignment with the HEI's goals and operations
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

Framework 1. New Local Private HEI (8/13)



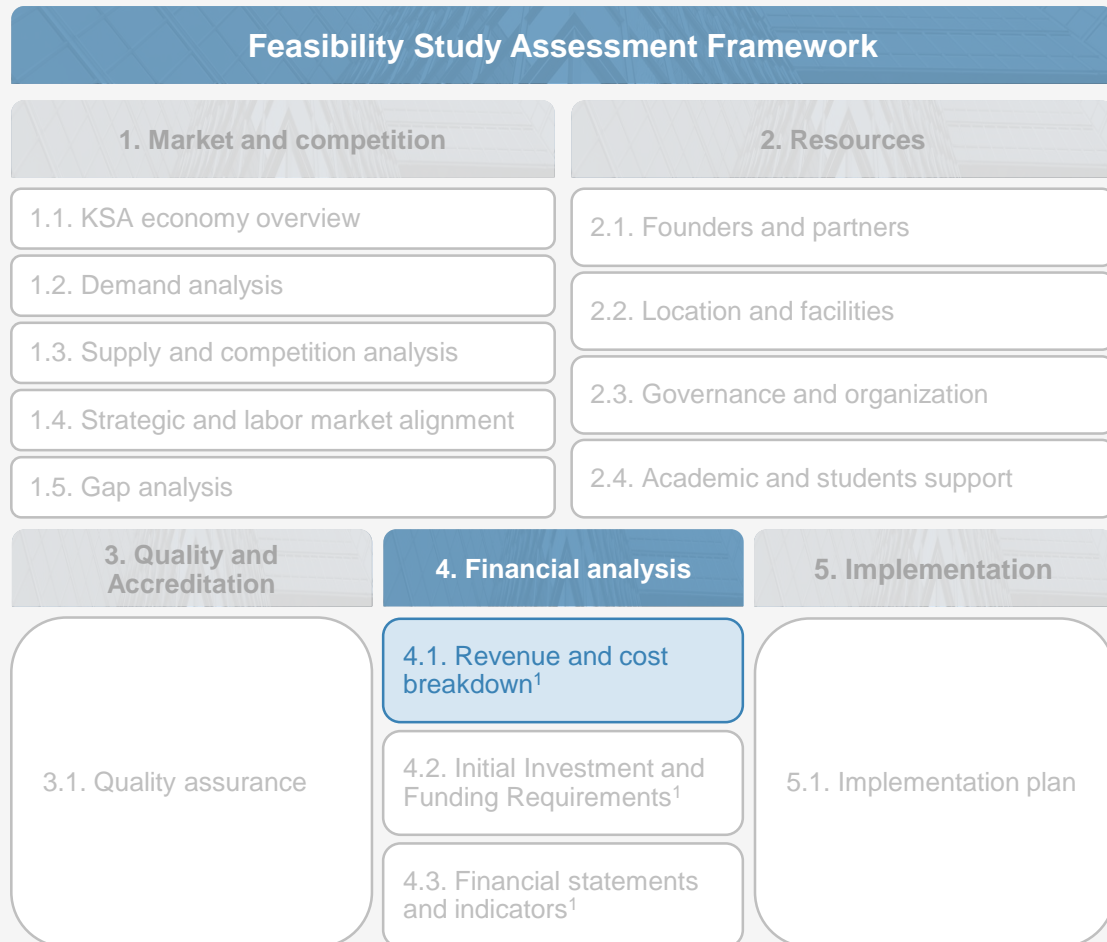
2. Resources	
Requirements	Description
2.4.1. Student services	Provide evidence of adequate student services, including orientation programs to assist students in transitioning into their studies, early detection of students at risk of poor academic progress, and targeted support services for academic 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

Framework 1. New Local Private HEI (9/13)



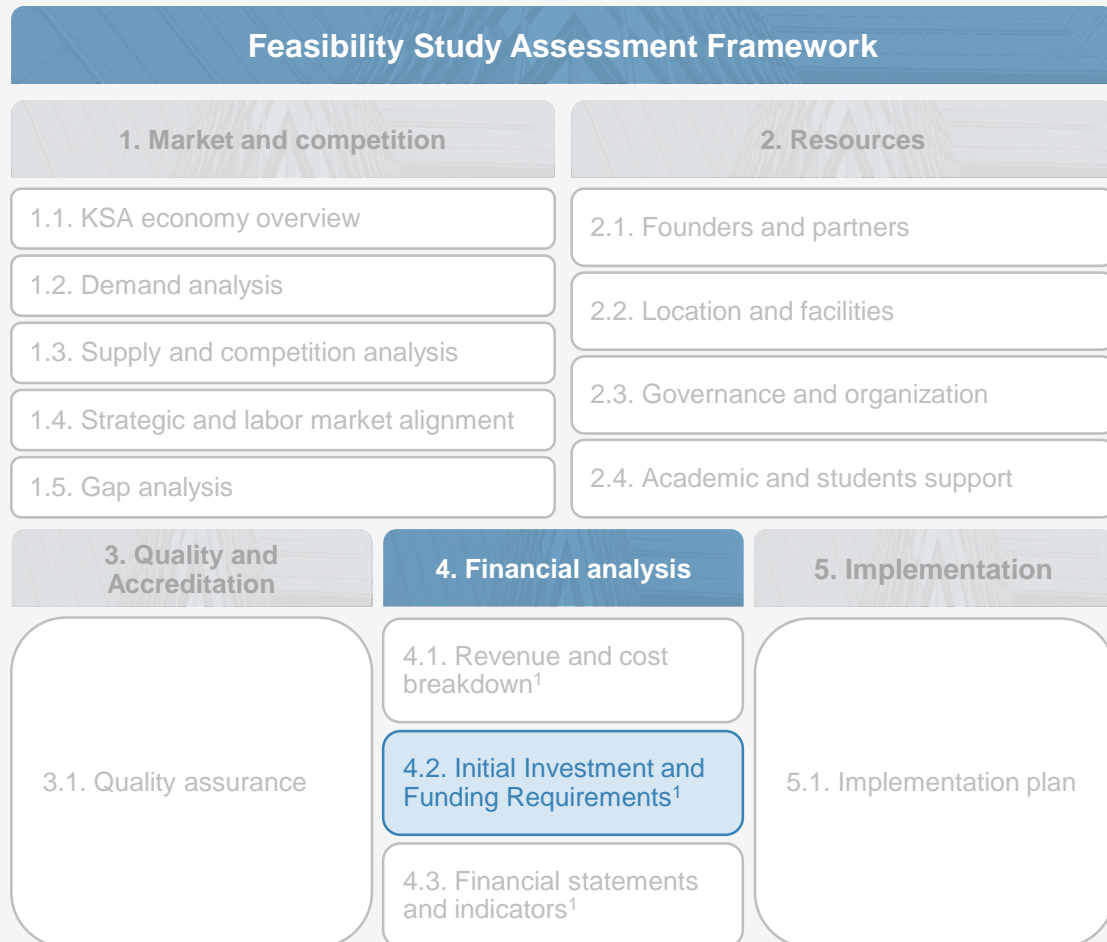
3. Quality and Accreditation	
Requirements	Description
3.1.1. Internal quality assurance	Provide an overview of institutional quality assurance framework, including relationship with academic governance processes, and policies and procedures for internal quality assurance
3.1.2. Accreditation plan	Provide 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

Framework 1. New Local Private HEI (10/13)



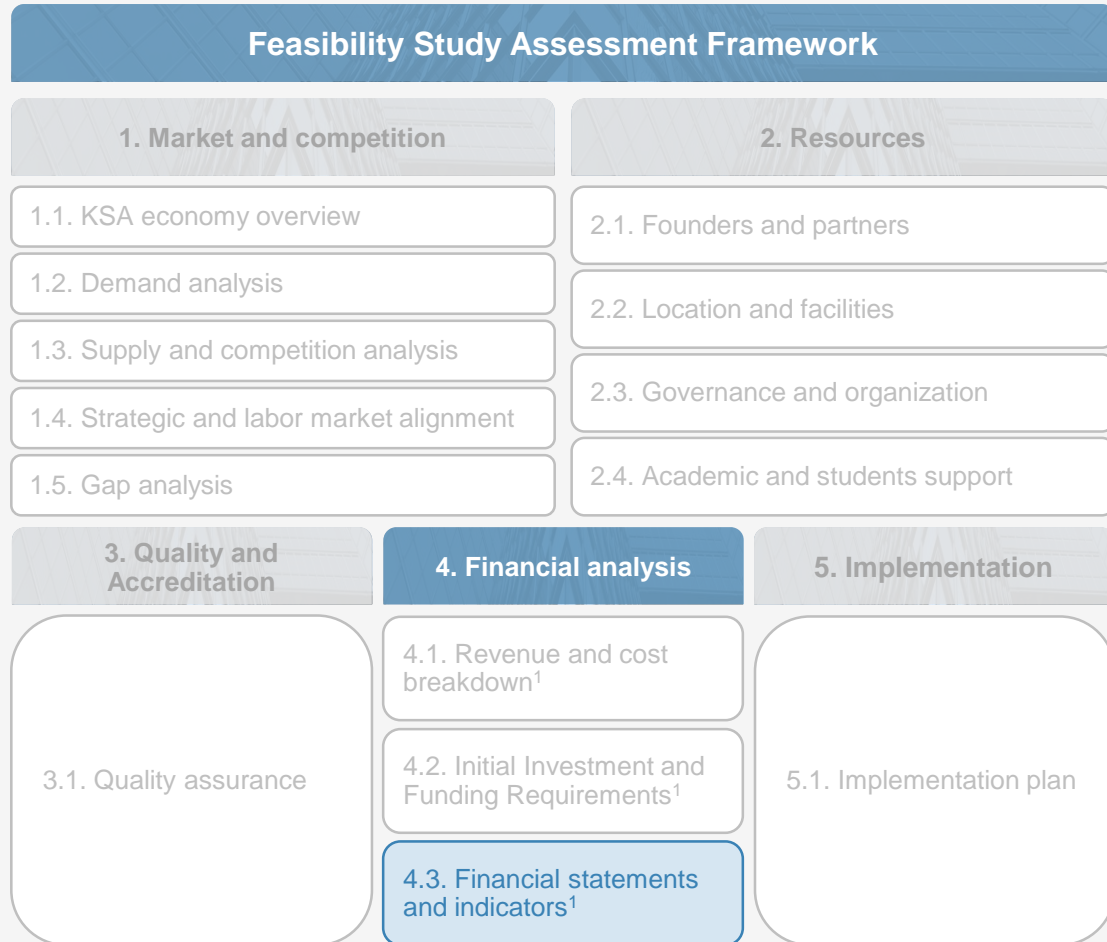
4. Financial analysis	
Requirements	Description
4.1.1. Revenue streams and revenue breakdown	Provide a breakdown of the various revenue streams expected for the HEI, including but not limited to tuition fees, government funding, grants, donations, endowments, and ancillary services such as on-campus housing, dining, and other paid student services.
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)
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

Framework 1. New Local Private HEI (11/13)



4. Financial analysis	
Requirements	Description
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 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

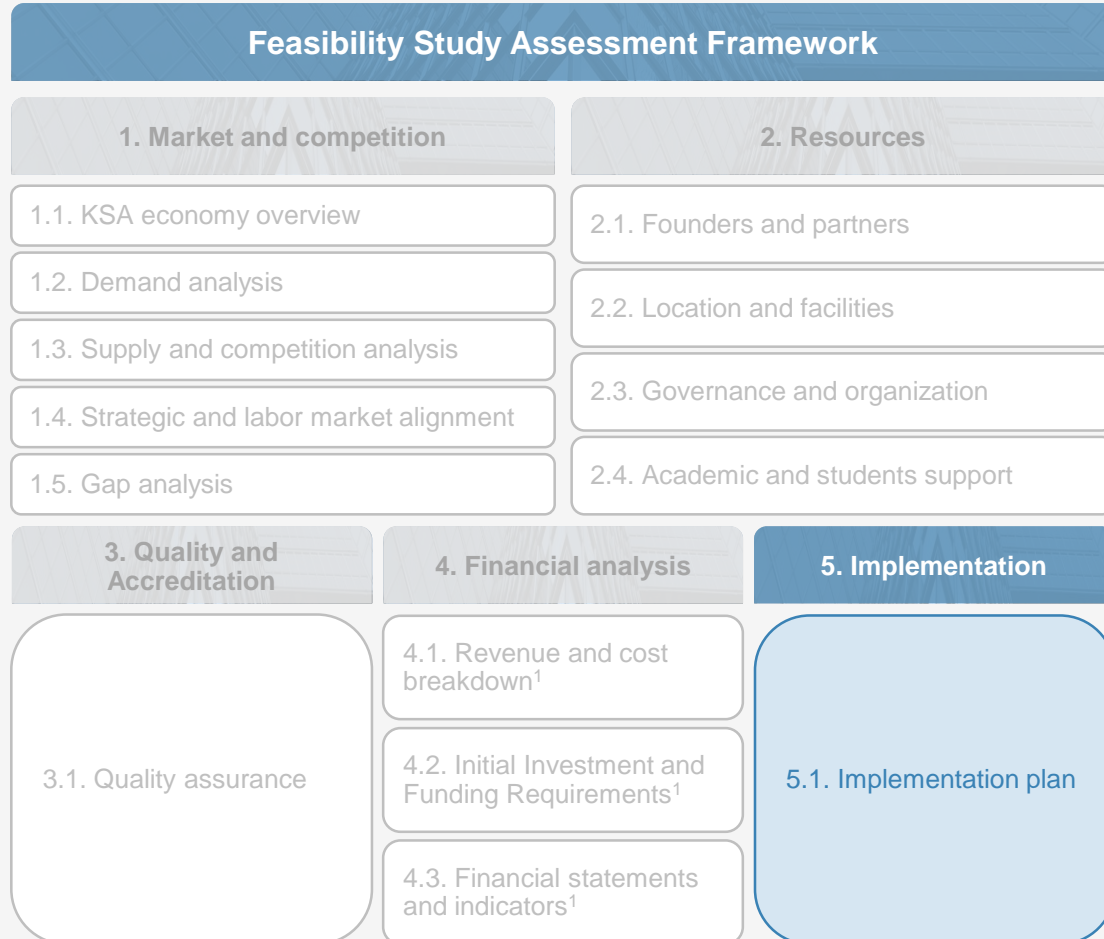
Framework 1. New Local Private HEI (12/13)



4. Financial analysis	
Requirements	Description
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

Framework 1. New Local Private HEI (13/13)

Feasibility Study Assessment Framework



5. Implementation

Requirements	Description
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
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.

Table of Content

1 Context and Approach

2

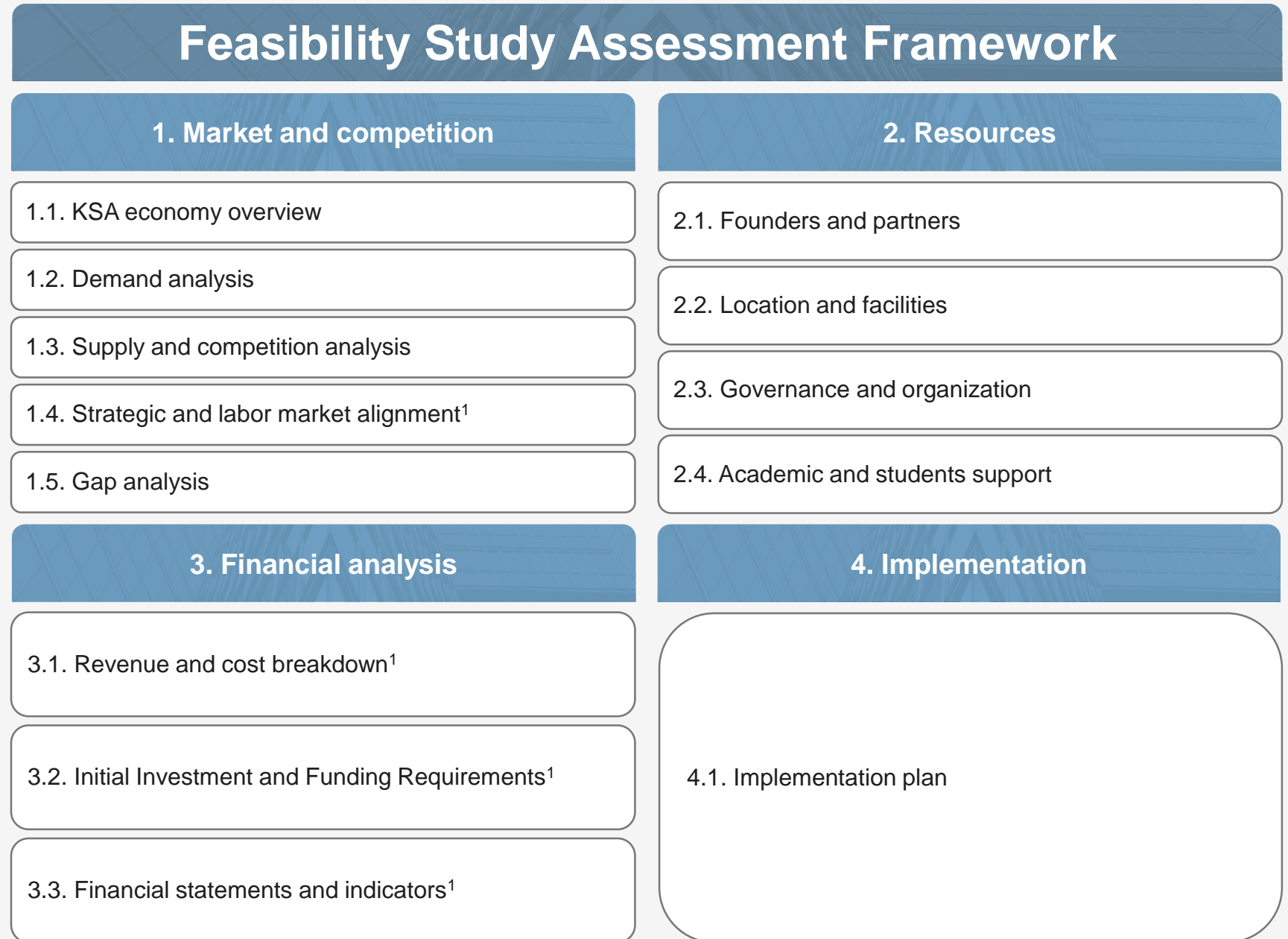
Feasibility Study Assessment Framework

- Framework 1. New Local Private HEI
- **Framework 2. New Branch of Existing Local Private HEI**
- Framework 3. New International Branch Campus
- Framework 4. Addition of a new program



We developed a comprehensive framework to assess the feasibility study application of a new branch of an existing Local Private HEI

*Accompanying documents can be added as an **appendix/annex** to the feasibility study submitted, as needed*



1. Waived sub-dimensions for category A applicants

Framework 2. New Branch of Existing Local Private HEI (1/12)

Feasibility Study Assessment Framework

1. Market and competition

1.1. KSA economy overview

1.2. Demand analysis

1.3. Supply and competition analysis

1.4. Strategic and labor market alignment¹

1.5. Gap analysis

2. Resources

2.1. Founders and partners

2.2. Location and facilities

2.3. Governance and organization

2.4. Academic and students support

3. Financial analysis

3.1. Revenue and cost breakdown¹

3.2. Initial Investment and Funding Requirements¹

3.3. Financial statements and indicators¹

4. Implementation

4.1. Implementation plan

1. Market and competition

Requirements	Description
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.
1.2.1. 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 new branch is planning to offer, demonstrating how the new branch 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 new branch for the next 5-10 years, justifying long-term sustainability of the new branch

Framework 2. New Branch of Existing Local Private HEI (2/12)

Feasibility Study Assessment Framework

1. Market and competition

1.1. KSA economy overview

1.2. Demand analysis

1.3. Supply and competition analysis

1.4. Strategic and labor market alignment¹

1.5. Gap analysis

3. Financial analysis

3.1. Revenue and cost breakdown¹

3.2. Initial Investment and Funding Requirements¹

3.3. Financial statements and indicators¹

2. Resources

2.1. Founders and partners

2.2. Location and facilities

2.3. Governance and organization

2.4. Academic and students support

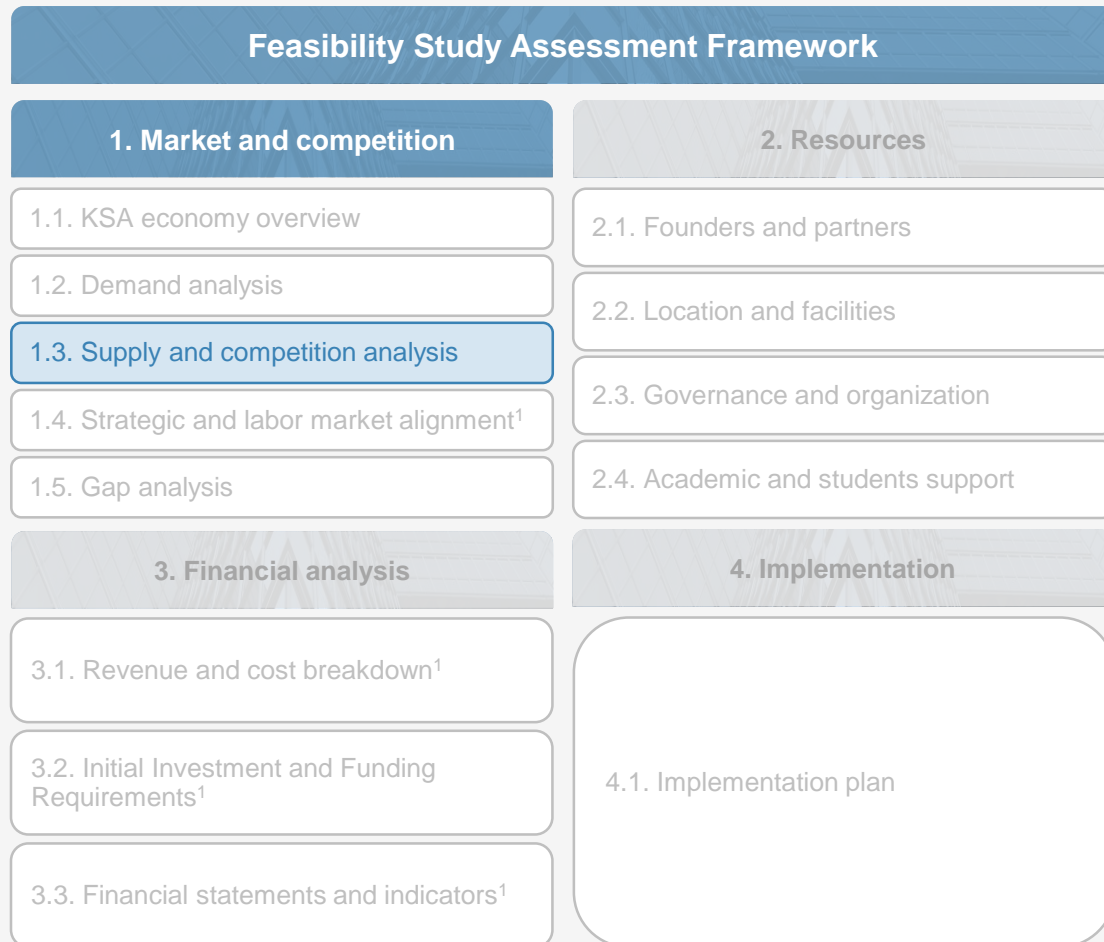
4. Implementation

4.1. Implementation plan

1. Market and competition

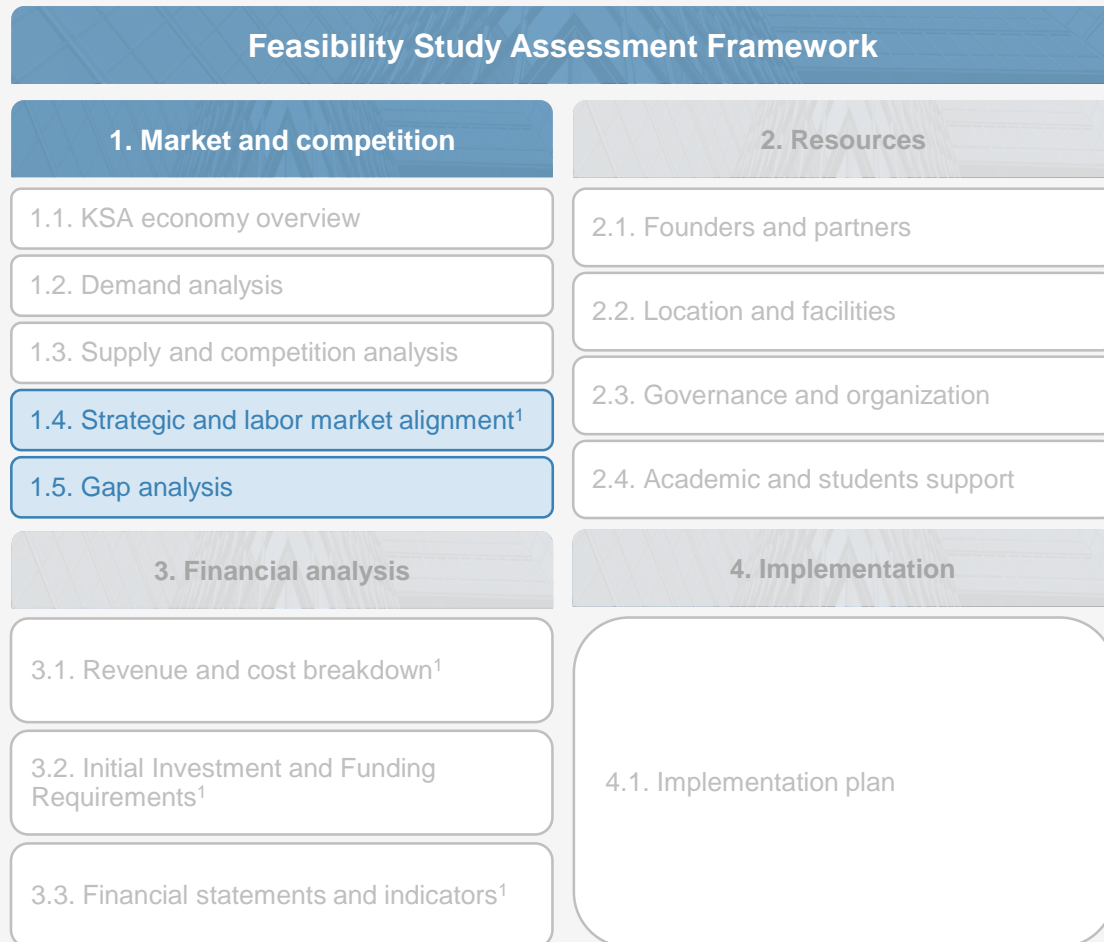
Requirements	Description
1.3.1. Current competitors offering the academic programs	Provide your analysis of HEIs offering similar programs to ones the new branch is planning to offer, both in KSA and in the same geographic area, highlighting how the new branch will be able to compete by providing reasons 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)
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

Framework 2. New Branch of Existing Local Private HEI (3/12)



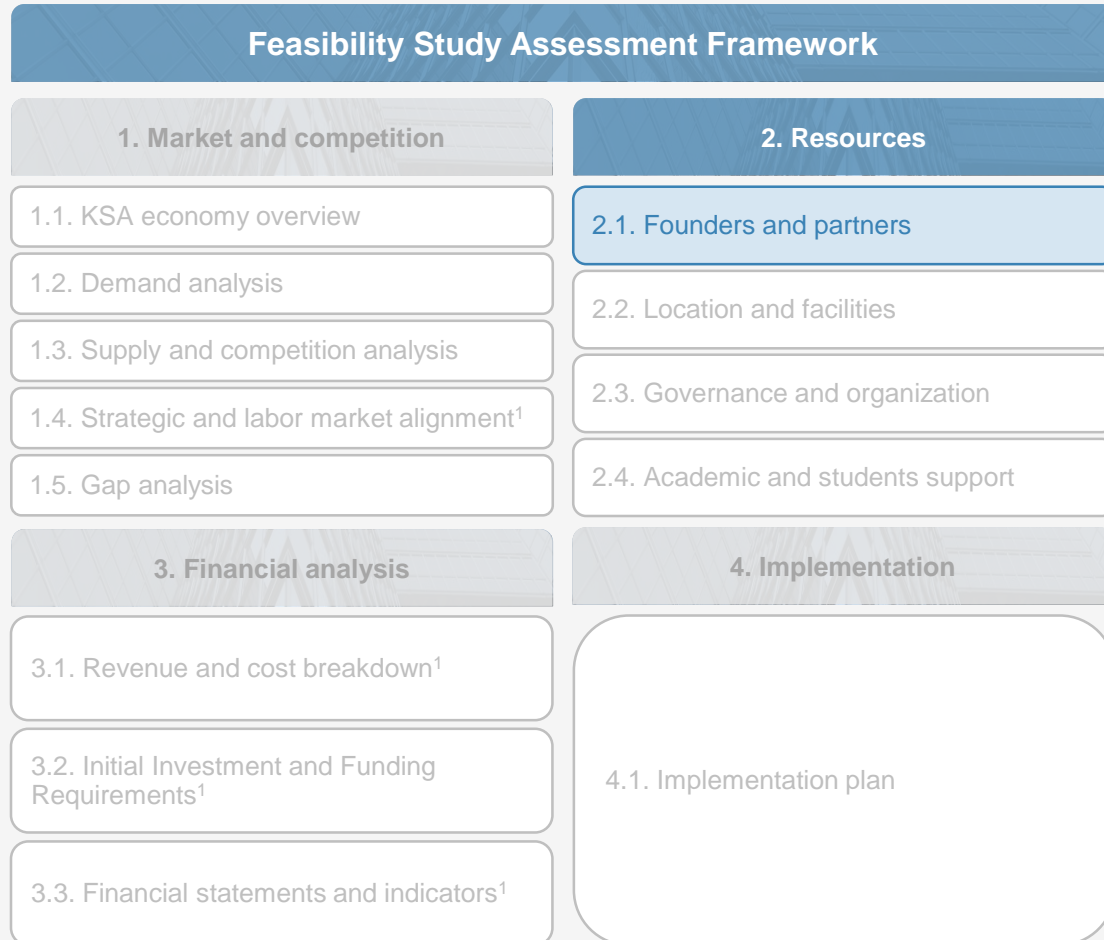
1. Market and competition	
Requirements	Description
1.3.4. Target beneficiaries	Identify the primary target demographics for similar programs offered by competitors, such as high school graduates, working professionals, or other specific groups, and provide your understanding of competitor targets to 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, offering insights for positioning the new branch's location advantages

Framework 2. New Branch of Existing Local Private HEI (4/12)



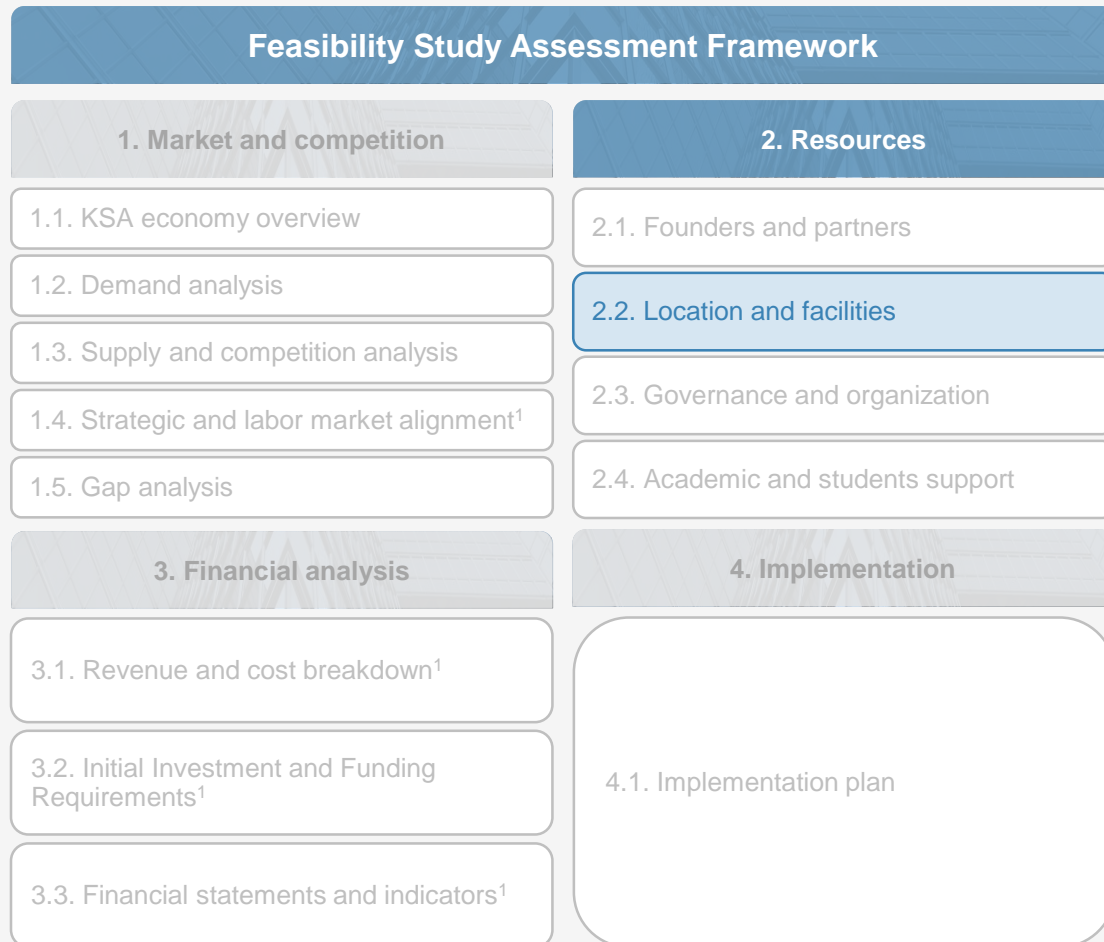
1. Market and competition	
Requirements	Description
1.4.1. Sectoral analysis of the academic offerings	Provide an analysis of how the new branch's academic offerings align with the needs of their respective economic sectors and relevant industry standards in KSA and how they address national priorities 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
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

Framework 2. New Branch of Existing Local Private HEI (5/12)



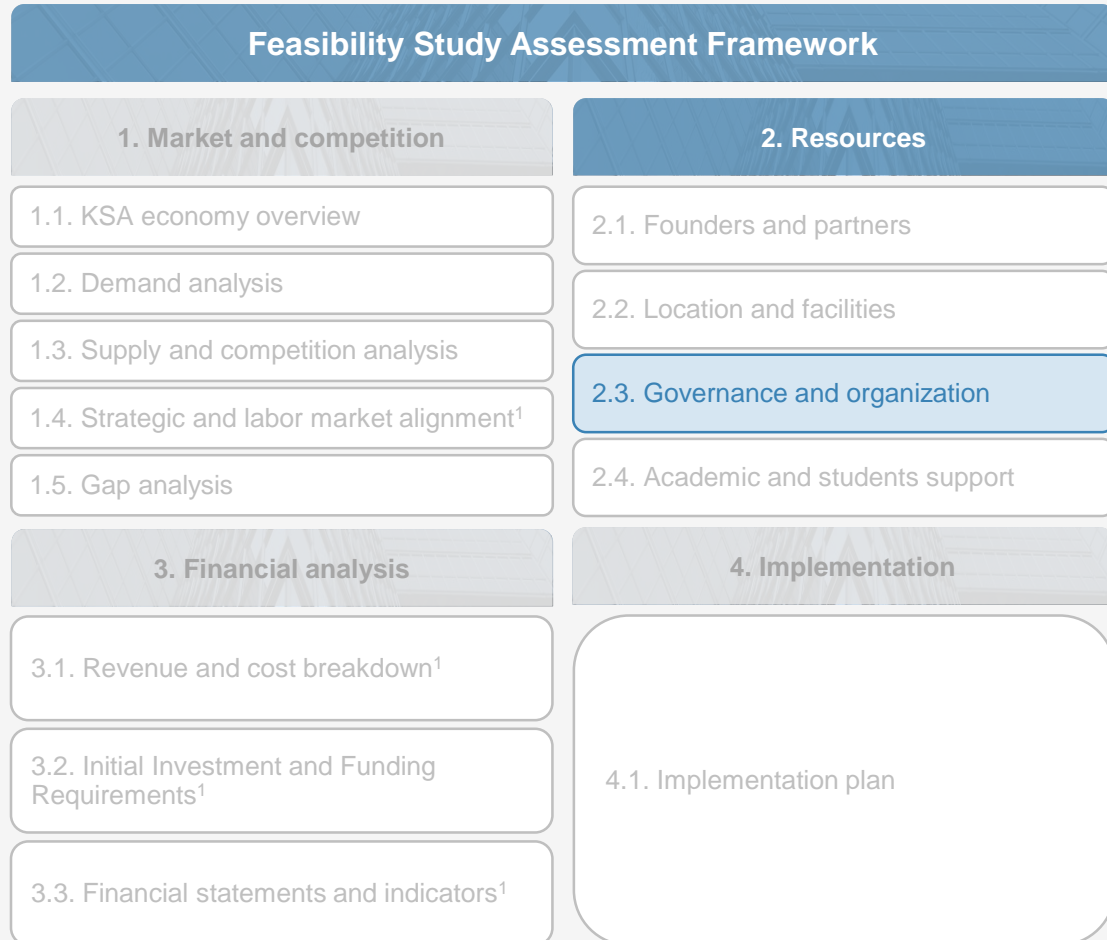
2. Resources	
Requirements	Description
2.1.1. Founders profile, background, and relevant experience	Provide profiles and background details of the HEI's founders, highlighting their qualifications and relevant experience in education and management
2.1.2. Partners' profiles <i>If applicable</i>	<i>Not 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

Framework 2. New Branch of Existing Local Private HEI (6/12)



2. Resources	
Requirements	Description
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

Framework 2. New Branch of Existing Local Private HEI (7/12)



2. Resources	
Requirements	Description
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

Framework 2. New Branch of Existing Local Private HEI (8/12)

Feasibility Study Assessment Framework

1. Market and competition

- 1.1. KSA economy overview
- 1.2. Demand analysis
- 1.3. Supply and competition analysis
- 1.4. Strategic and labor market alignment¹
- 1.5. Gap analysis

3. Financial analysis

- 3.1. Revenue and cost breakdown¹
- 3.2. Initial Investment and Funding Requirements¹
- 3.3. Financial statements and indicators¹

2. Resources

- 2.1. Founders and partners
- 2.2. Location and facilities
- 2.3. Governance and organization
- 2.4. Academic and students support

4. Implementation

- 4.1. Implementation plan

2. Resources

Requirements	Description
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

Framework 2. New Branch of Existing Local Private HEI (9/12)

Feasibility Study Assessment Framework

1. Market and competition

- 1.1. KSA economy overview
- 1.2. Demand analysis
- 1.3. Supply and competition analysis
- 1.4. Strategic and labor market alignment¹
- 1.5. Gap analysis

2. Resources

- 2.1. Founders and partners
- 2.2. Location and facilities
- 2.3. Governance and organization
- 2.4. Academic and students support

3. Financial analysis

- 3.1. Revenue and cost breakdown¹
- 3.2. Initial Investment and Funding Requirements¹
- 3.3. Financial statements and indicators¹

4. Implementation

- 4.1. Implementation plan

3. Financial analysis

Requirements	Description
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.
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

Framework 2. New Branch of Existing Local Private HEI (10/12)

Feasibility Study Assessment Framework

1. Market and competition

- 1.1. KSA economy overview
- 1.2. Demand analysis
- 1.3. Supply and competition analysis
- 1.4. Strategic and labor market alignment¹
- 1.5. Gap analysis

2. Resources

- 2.1. Founders and partners
- 2.2. Location and facilities
- 2.3. Governance and organization
- 2.4. Academic and students support

3. Financial analysis

- 3.1. Revenue and cost breakdown¹
- 3.2. Initial Investment and Funding Requirements¹
- 3.3. Financial statements and indicators¹

4. Implementation

- 4.1. Implementation plan

3. Financial analysis

Requirements	Description
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

Framework 2. New Branch of Existing Local Private HEI (11/12)

Feasibility Study Assessment Framework

1. Market and competition

- 1.1. KSA economy overview
- 1.2. Demand analysis
- 1.3. Supply and competition analysis
- 1.4. Strategic and labor market alignment¹
- 1.5. Gap analysis

2. Resources

- 2.1. Founders and partners
- 2.2. Location and facilities
- 2.3. Governance and organization
- 2.4. Academic and students support

3. Financial analysis

- 3.1. Revenue and cost breakdown¹
- 3.2. Initial Investment and Funding Requirements¹
- 3.3. Financial statements and indicators¹

4. Implementation

- 4.1. Implementation plan

3. Financial analysis

Requirements	Description
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

Framework 2. New Branch of Existing Local Private HEI (12/12)

Feasibility Study Assessment Framework

1. Market and competition

- 1.1. KSA economy overview
- 1.2. Demand analysis
- 1.3. Supply and competition analysis
- 1.4. Strategic and labor market alignment¹
- 1.5. Gap analysis

2. Resources

- 2.1. Founders and partners
- 2.2. Location and facilities
- 2.3. Governance and organization
- 2.4. Academic and students support

3. Financial analysis

- 3.1. Revenue and cost breakdown¹
- 3.2. Initial Investment and Funding Requirements¹
- 3.3. Financial statements and indicators¹

4. Implementation

4.1. Implementation plan

4. Implementation

Requirements	Description
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.

Table of Content

1 Context and Approach

2

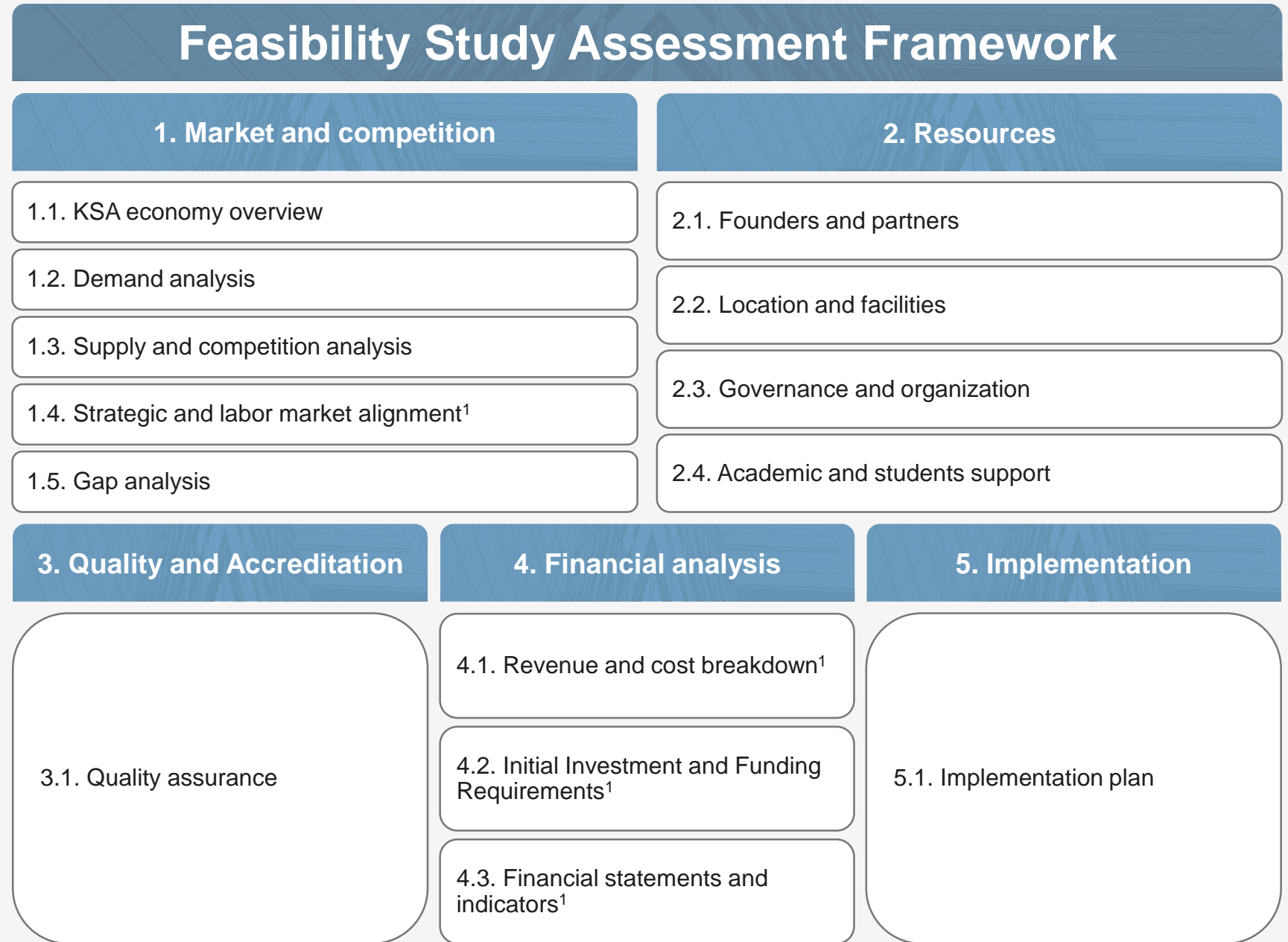
Feasibility Study Assessment Framework

- Framework 1. New Local Private HEI
- Framework 2. New Branch of Existing Local Private HEI
- **Framework 3. New International Branch Campus**
- Framework 4. Addition of a new program



We developed a comprehensive framework to assess the feasibility study application of a new International Branch Campus

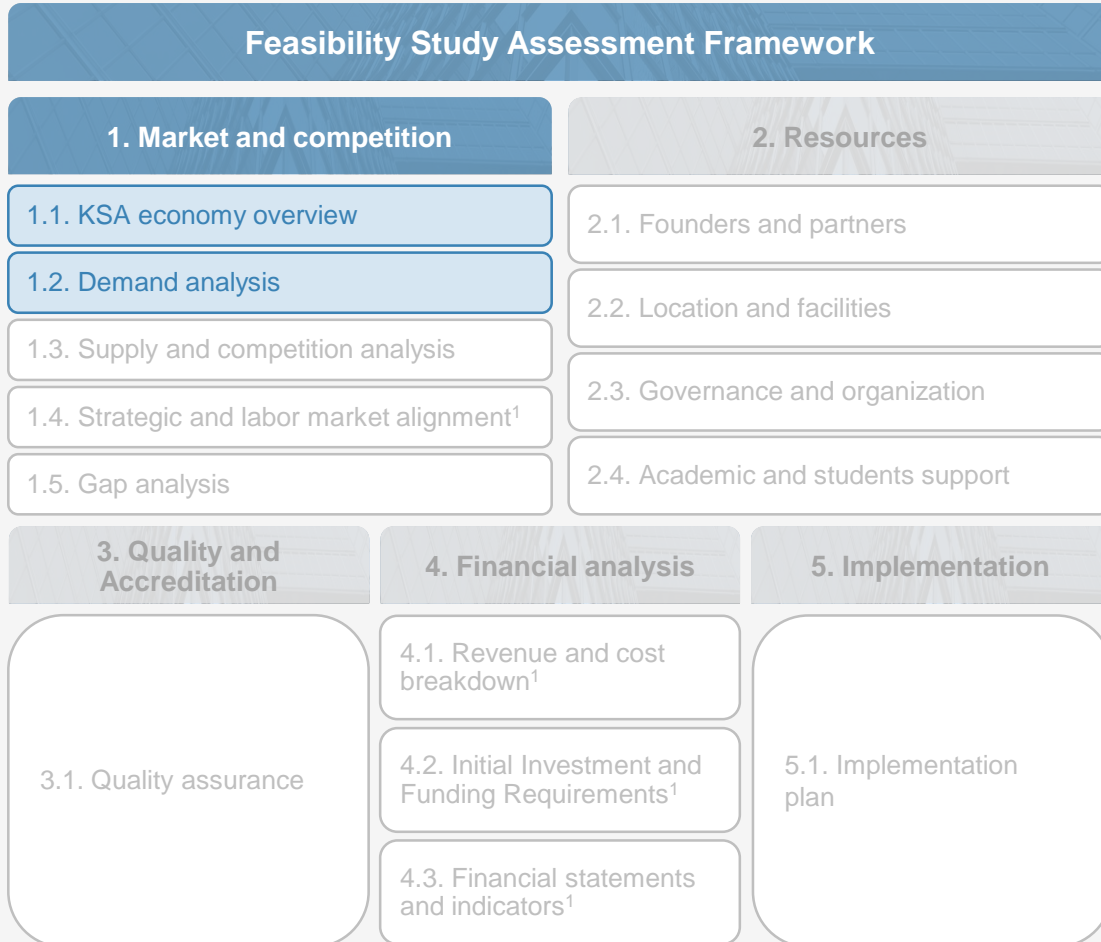
Accompanying documents can be added as an **appendix/annex** to the feasibility study submitted, as needed



1. Waived sub-dimensions for category A applicants

Framework 3. New International Branch Campus (1/13)

Feasibility Study Assessment Framework

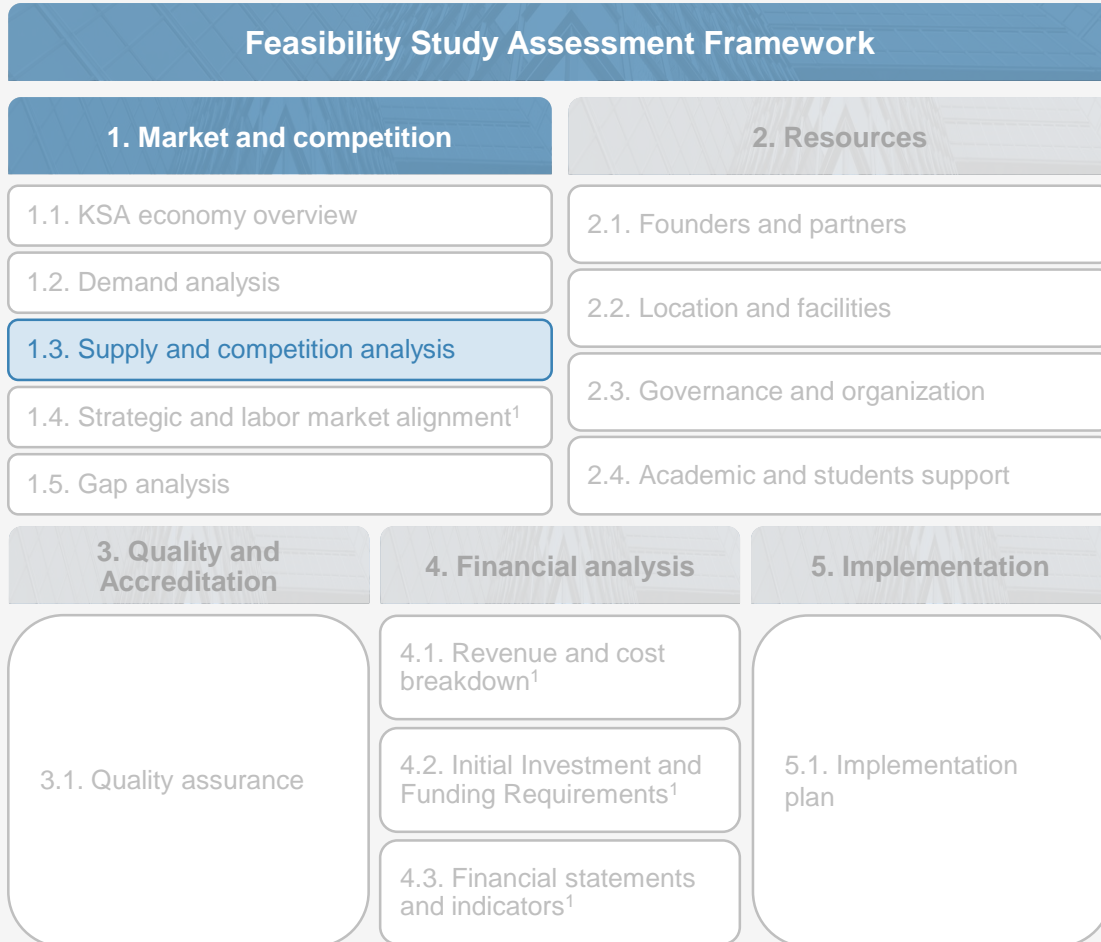


1. Market and competition

Requirements	Description
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.
1.2.1. 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

Framework 3. New International Branch Campus (2/13)

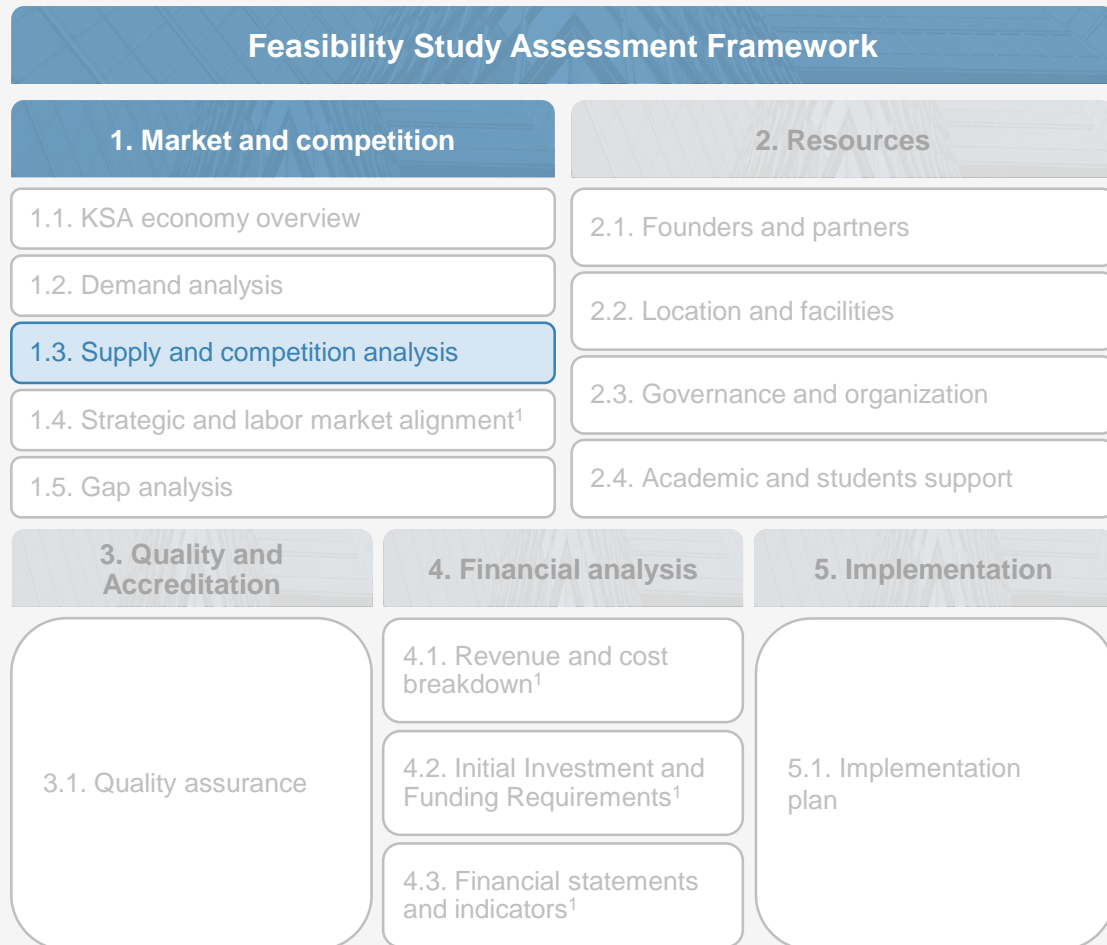
Feasibility Study Assessment Framework



1. Market and competition

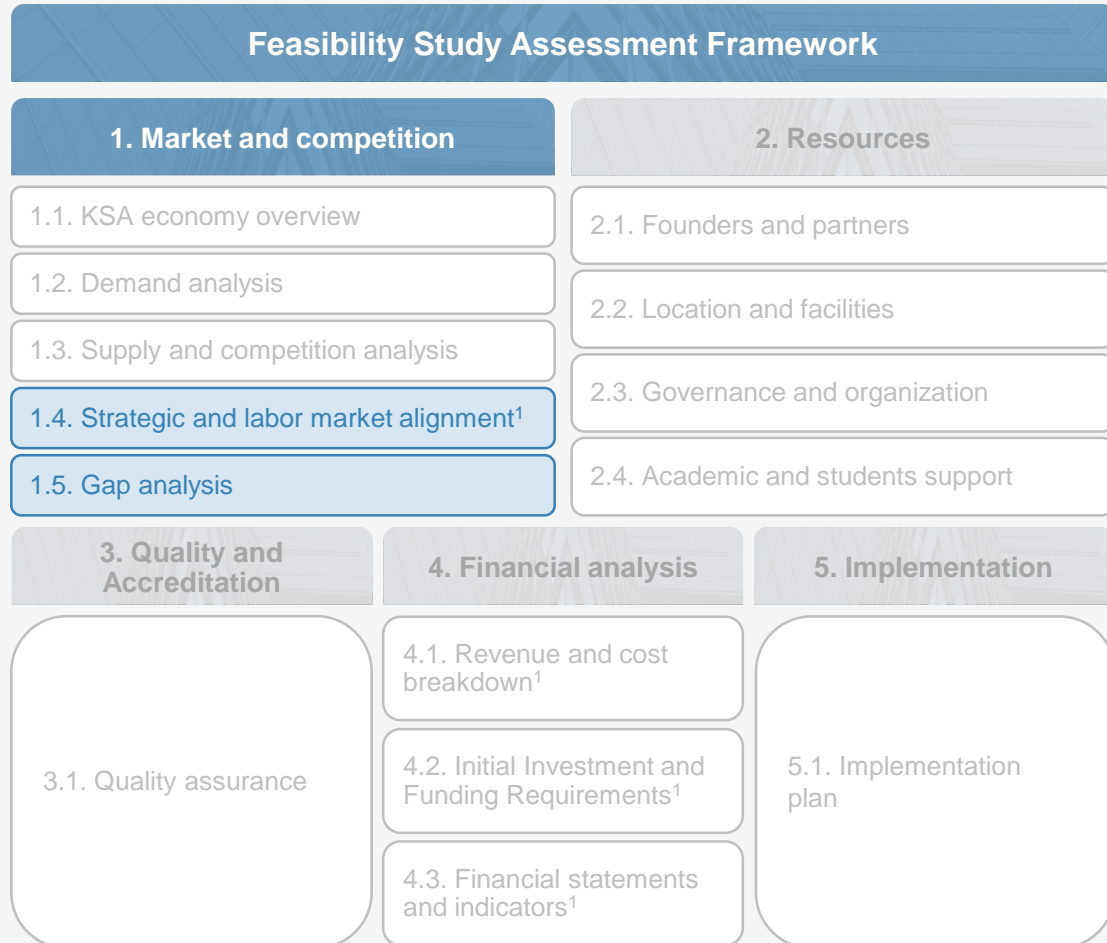
Requirements	Description
1.3.1. Current competitors offering the academic programs	Provide your analysis of International Branch Campus offering similar programs to ones the new International Branch Campus is planning to offer, both in KSA and in the same geographic area, highlighting how the new International 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 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 International Branch Campus, in order to ensure alignment with the local market and affordability

Framework 3. New International Branch Campus (3/13)



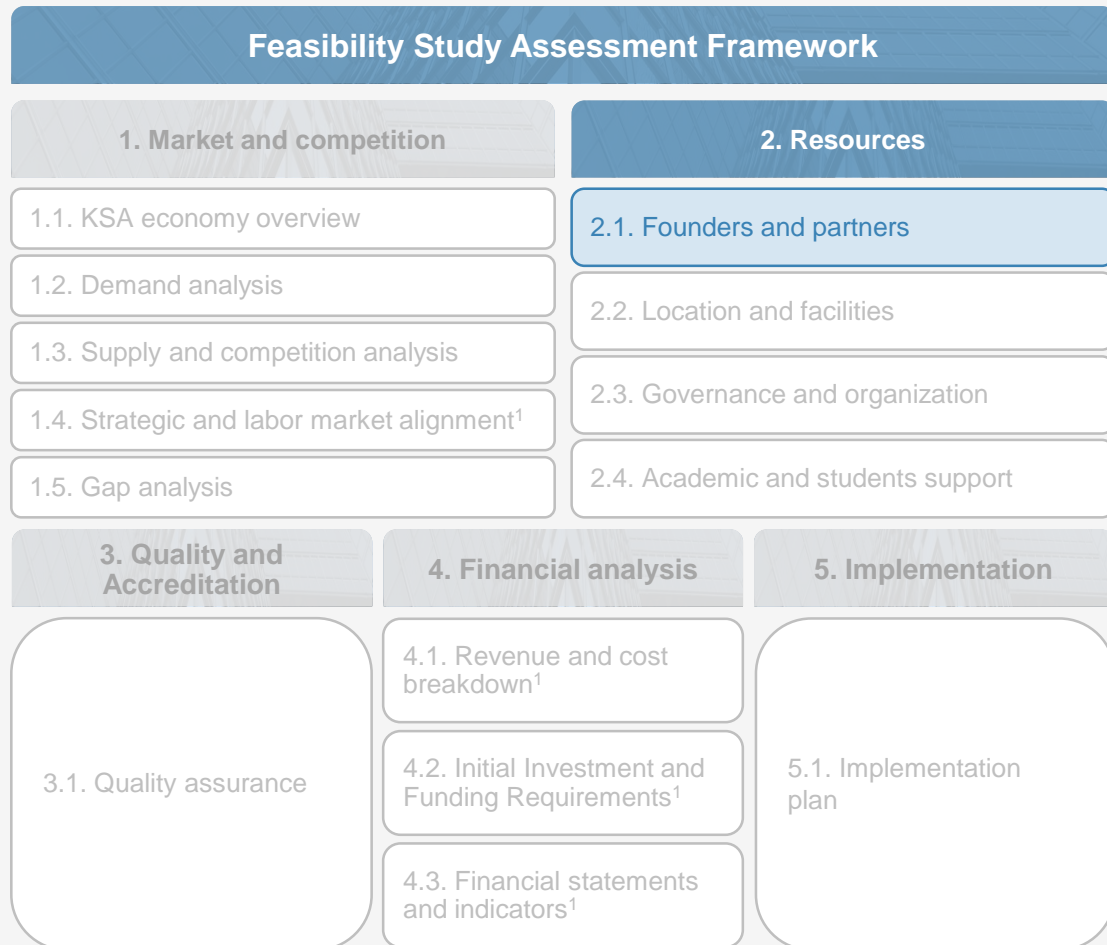
1. Market and competition	
Requirements	Description
1.3.4. Target beneficiaries	Provide an analysis of the current demand for graduates of the programs offered by the HEI, justifying how it will contribute to the increase in employability of KSA students graduating from its programs
1.3.5. Geographic 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

Framework 3. New International Branch Campus (4/13)



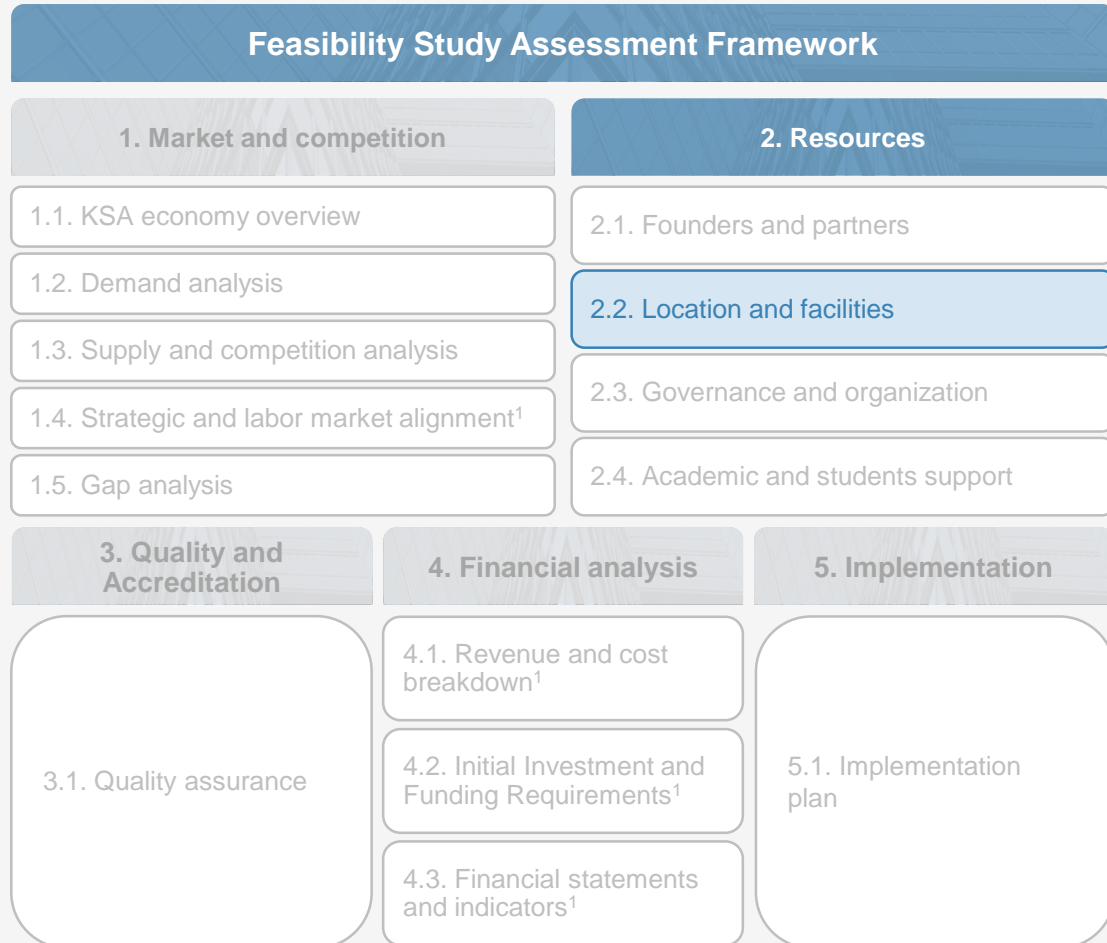
1. Market and competition	
Requirements	Description
1.4.1. Sectoral analysis of the academic offering	Provide an analysis of how the International Branch Campus's academic offerings align with the needs of their respective economic sectors and relevant industry standards in KSA and how they address national 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
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

Framework 3. New International Branch Campus (5/13)



2. Resources	
Requirements	Description
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 <i>If applicable</i>	<i>Not required if the programs will be delivered via the International Branch Campus'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

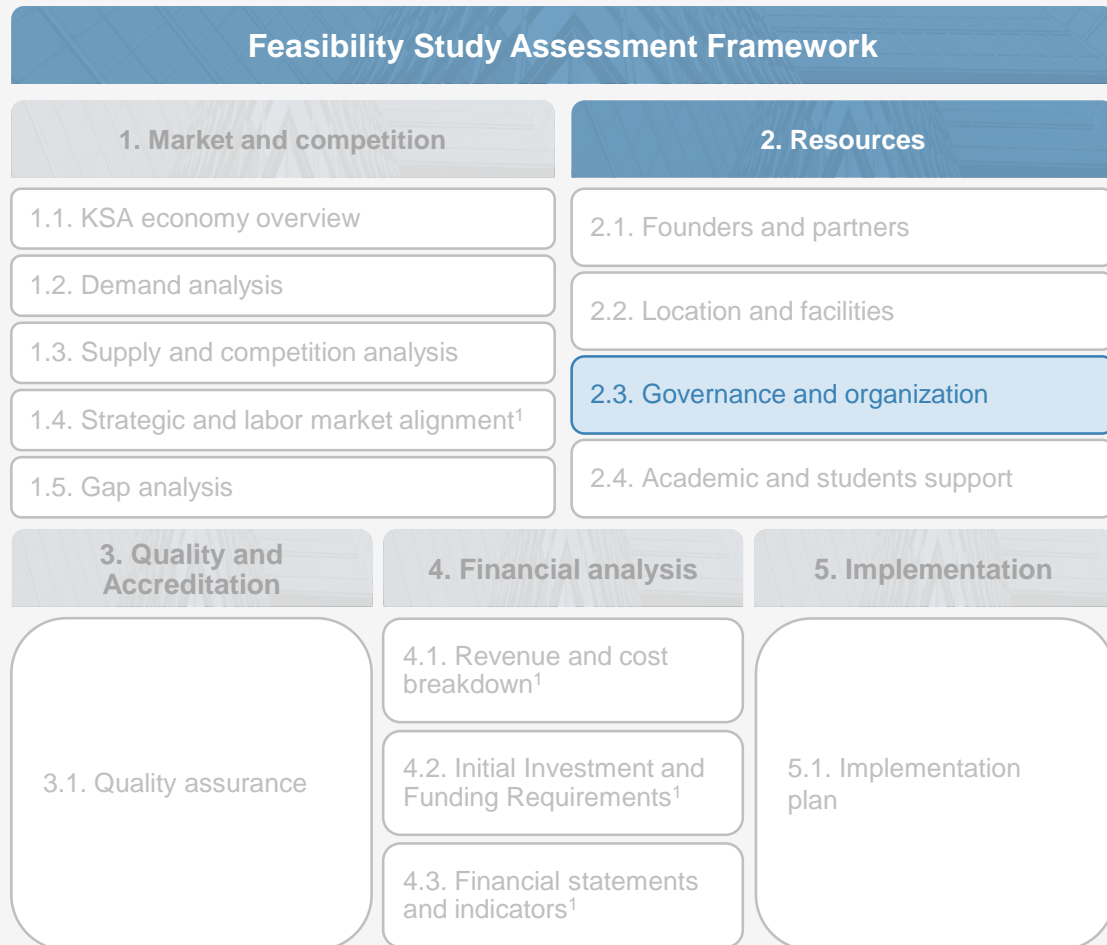
Framework 3. New International Branch Campus (6/13)



2. Resources

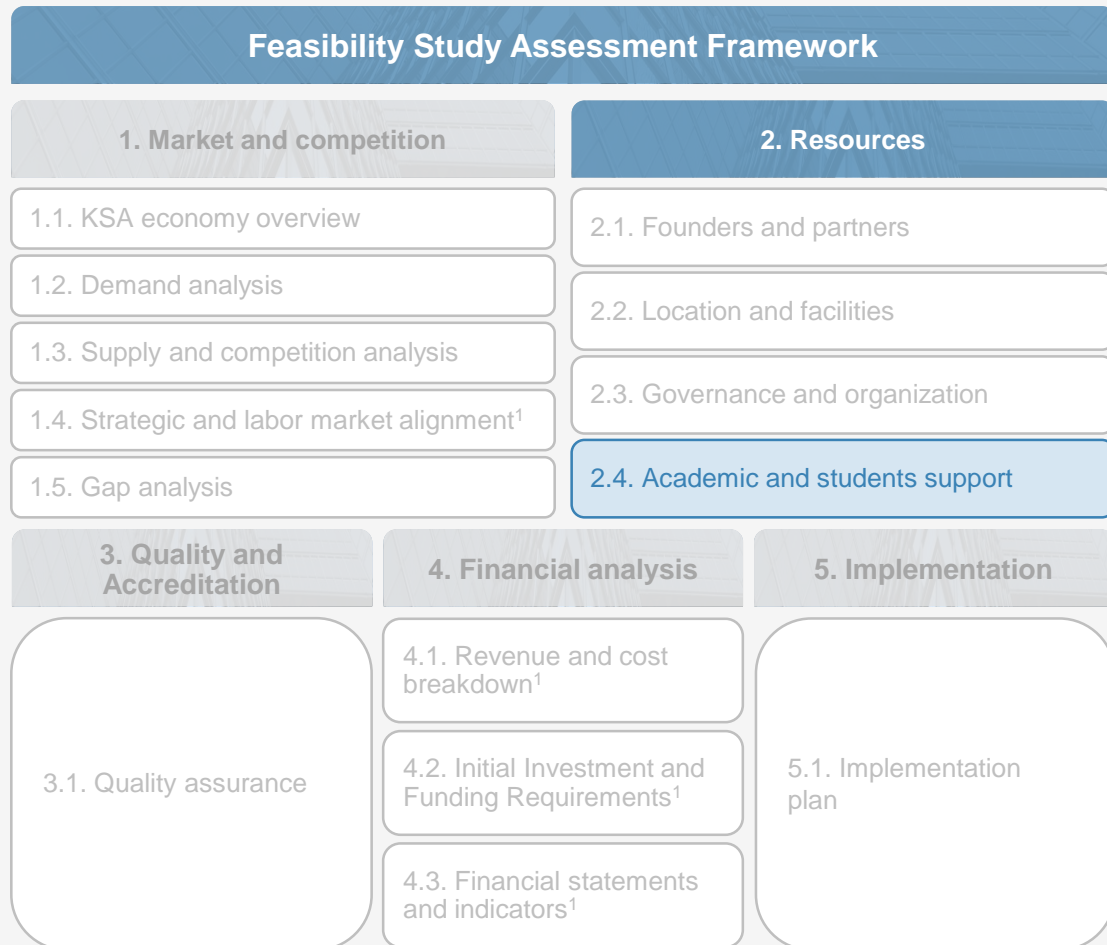
Requirements	Description
2.2.1. Geographical location suitability analysis	Provide an analysis of how the proposed location can support the International Branch Campus's mission and growth strategy, including but not limited to: accessibility for students, faculty, and staff, proximity to transportation 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

Framework 3. New International Branch Campus (7/13)



2. Resources	
Requirements	Description
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
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

Framework 3. New International Branch Campus (8/13)

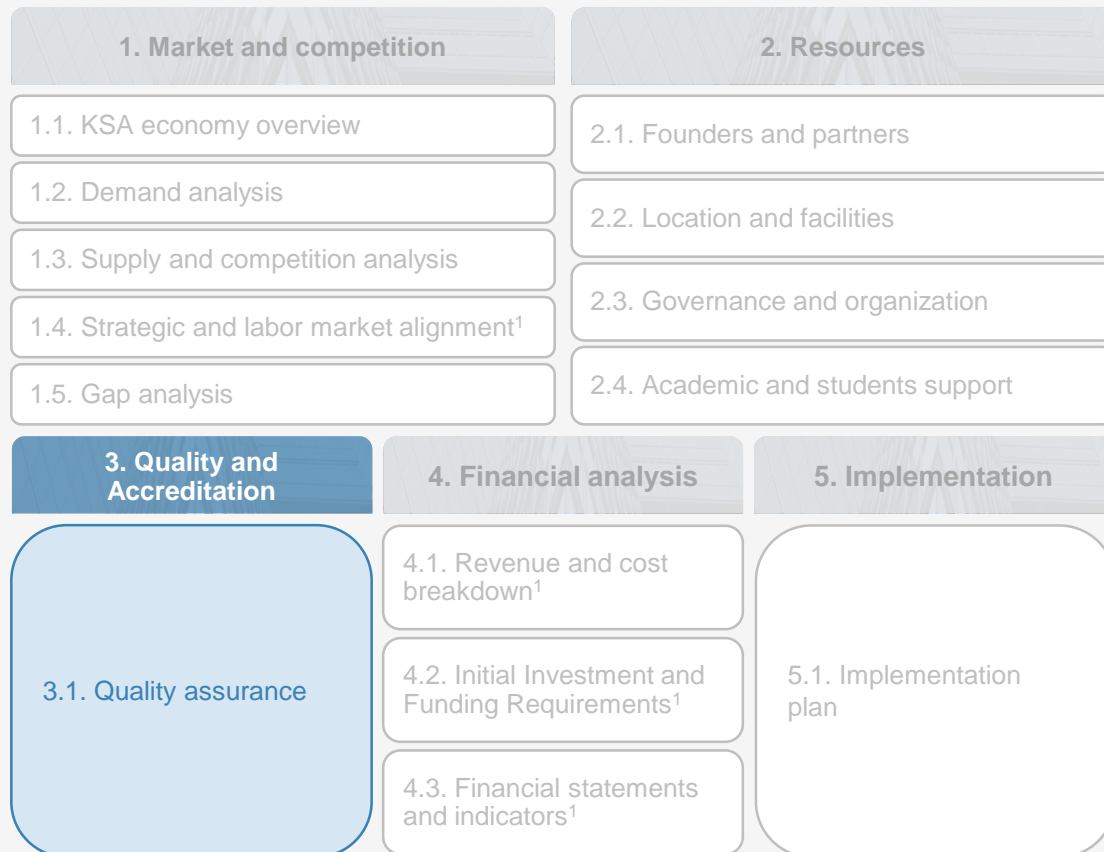


2. Resources

Requirements	Description
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

Framework 3. New International Branch Campus (9/13)

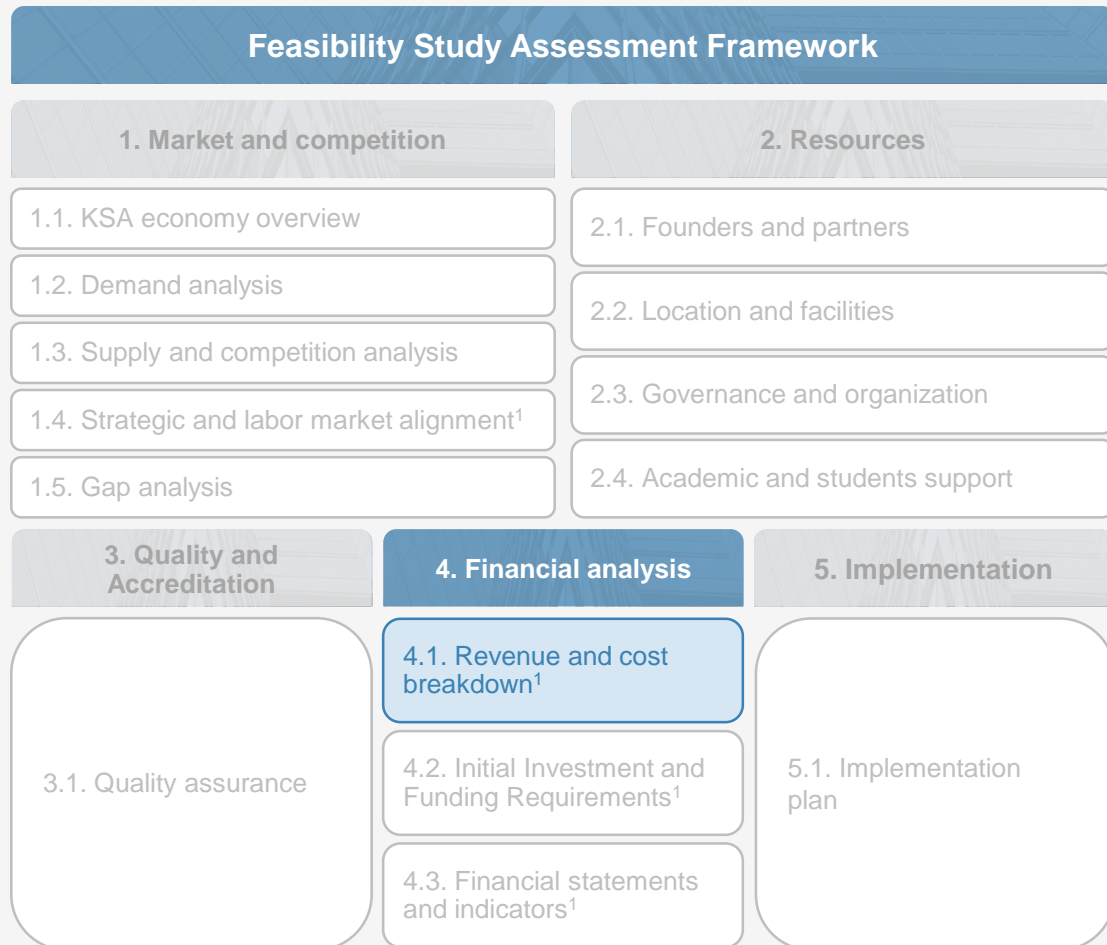
Feasibility Study Assessment Framework



3. Quality and Accreditation

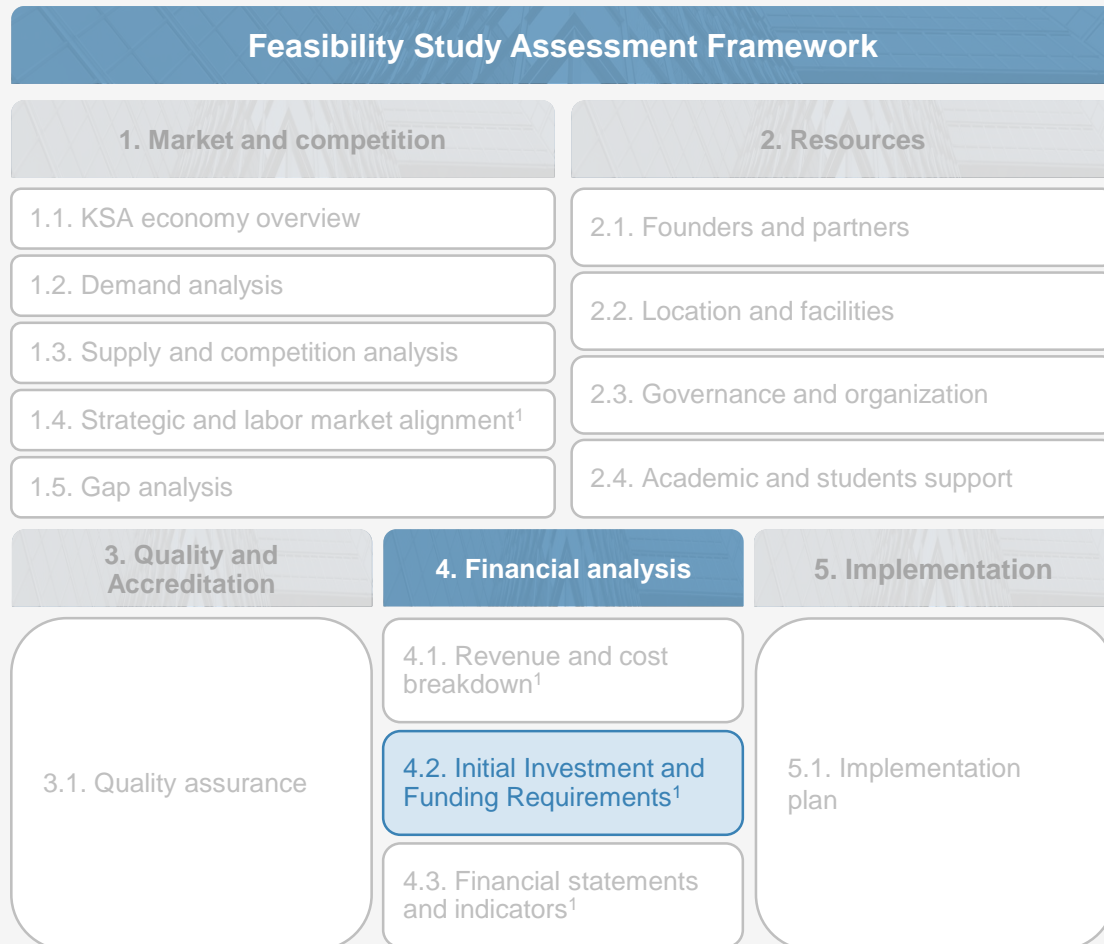
Requirements	Description
3.1.1. Internal quality assurance	Provide an overview of institutional quality assurance framework, including relationship with academic governance processes, and policies and procedures for internal quality assurance
3.1.2. Accreditation plan	Provide a proof of accreditation 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

Framework 3. New International Branch Campus (10/13)



4. Financial analysis	
Requirements	Description
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)
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

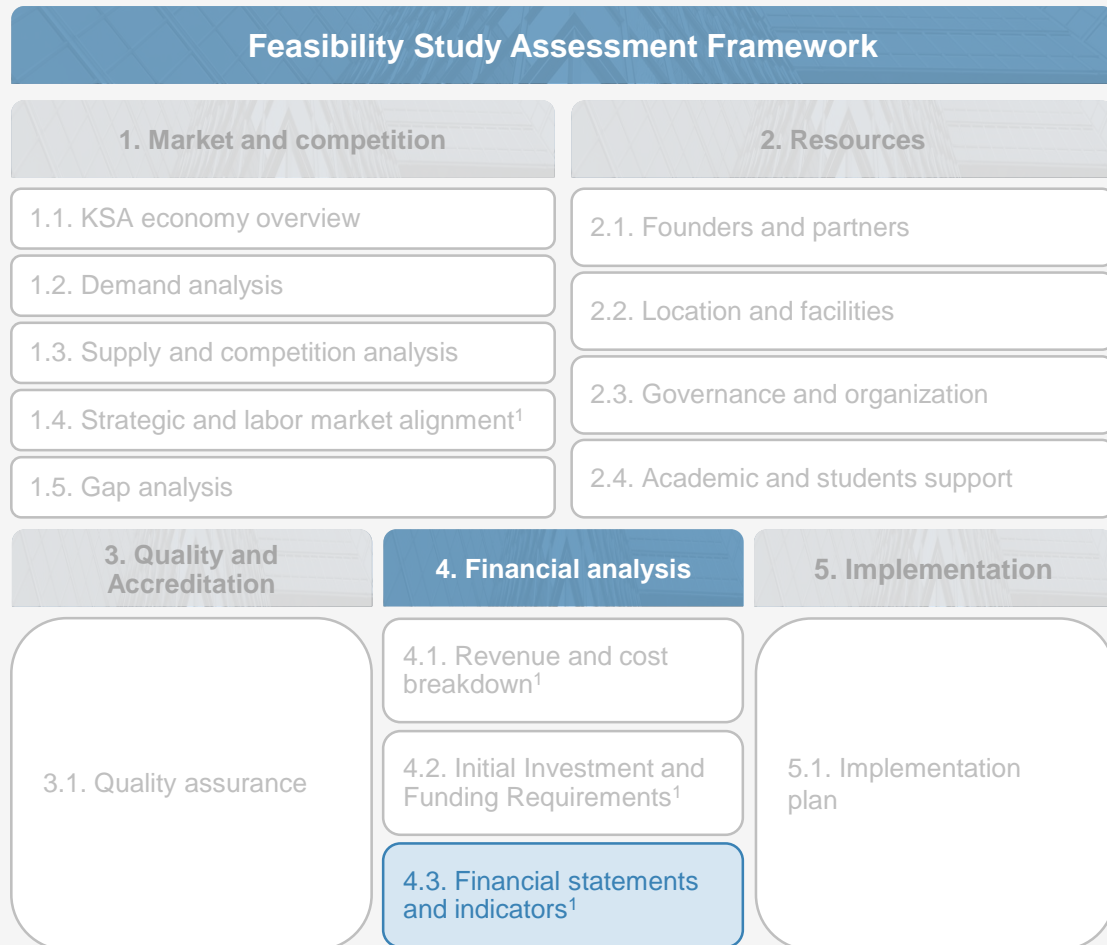
Framework 3. New International Branch Campus (11/13)



4. Financial analysis

Requirements	Description
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
4.2.3. 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

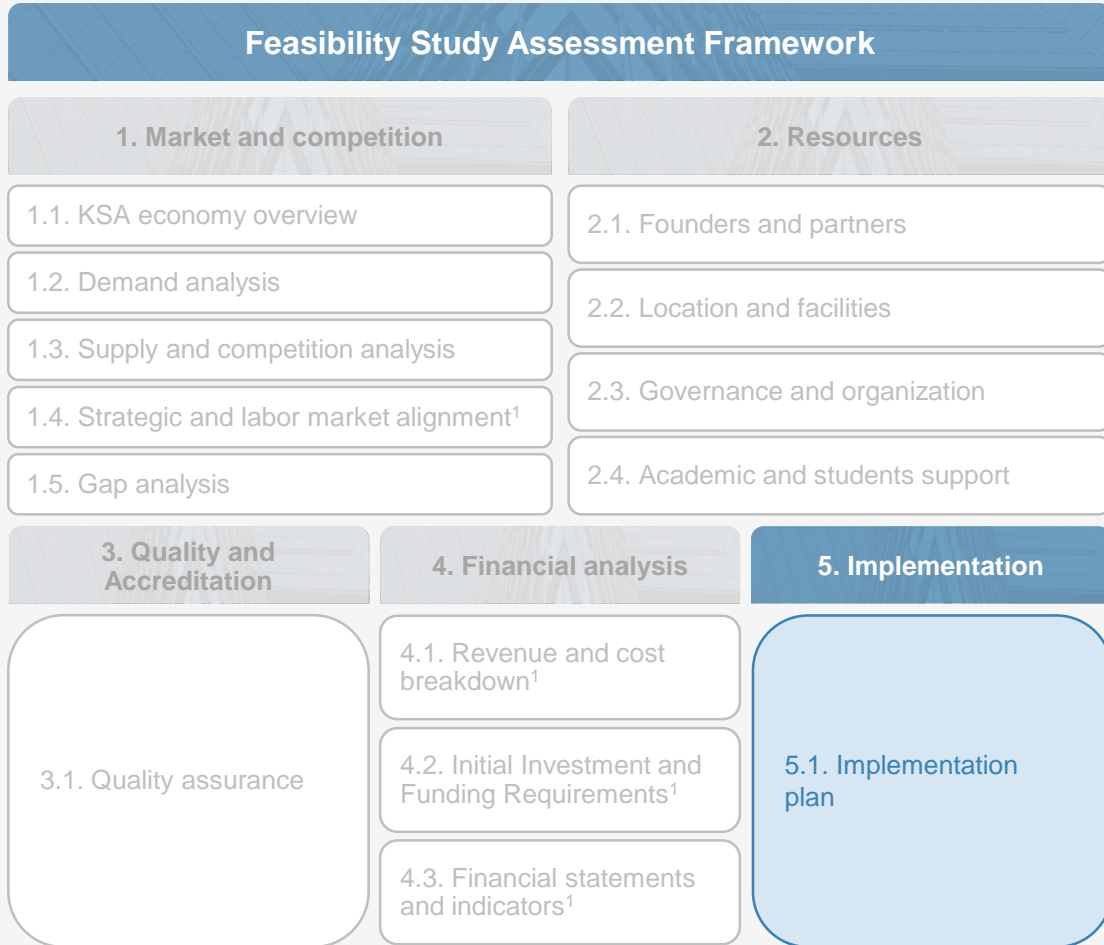
Framework 3. New International Branch Campus (12/13)



4. Financial analysis	
Requirements	Description
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
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

Framework 3. New International Branch Campus (13/13)

Feasibility Study Assessment Framework



5. Implementation

Requirements	Description
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

Table of Content

1 Context and Approach

2

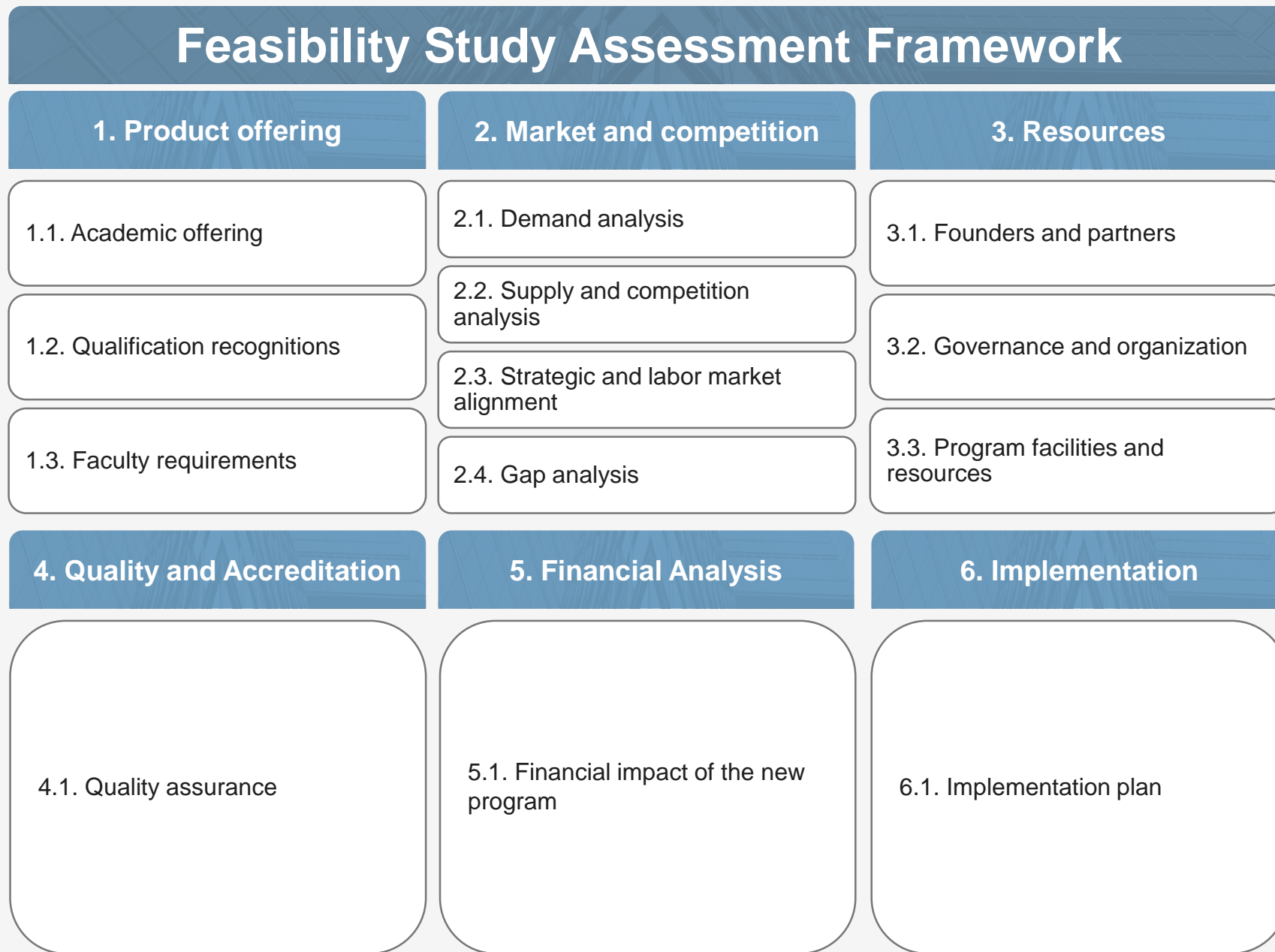
Feasibility Study Assessment Framework

- Framework 1. New Local Private HEI
- Framework 2. New Branch of Existing Local Private HEI
- Framework 3. New International Branch Campus
- **Framework 4. Addition of a new program**

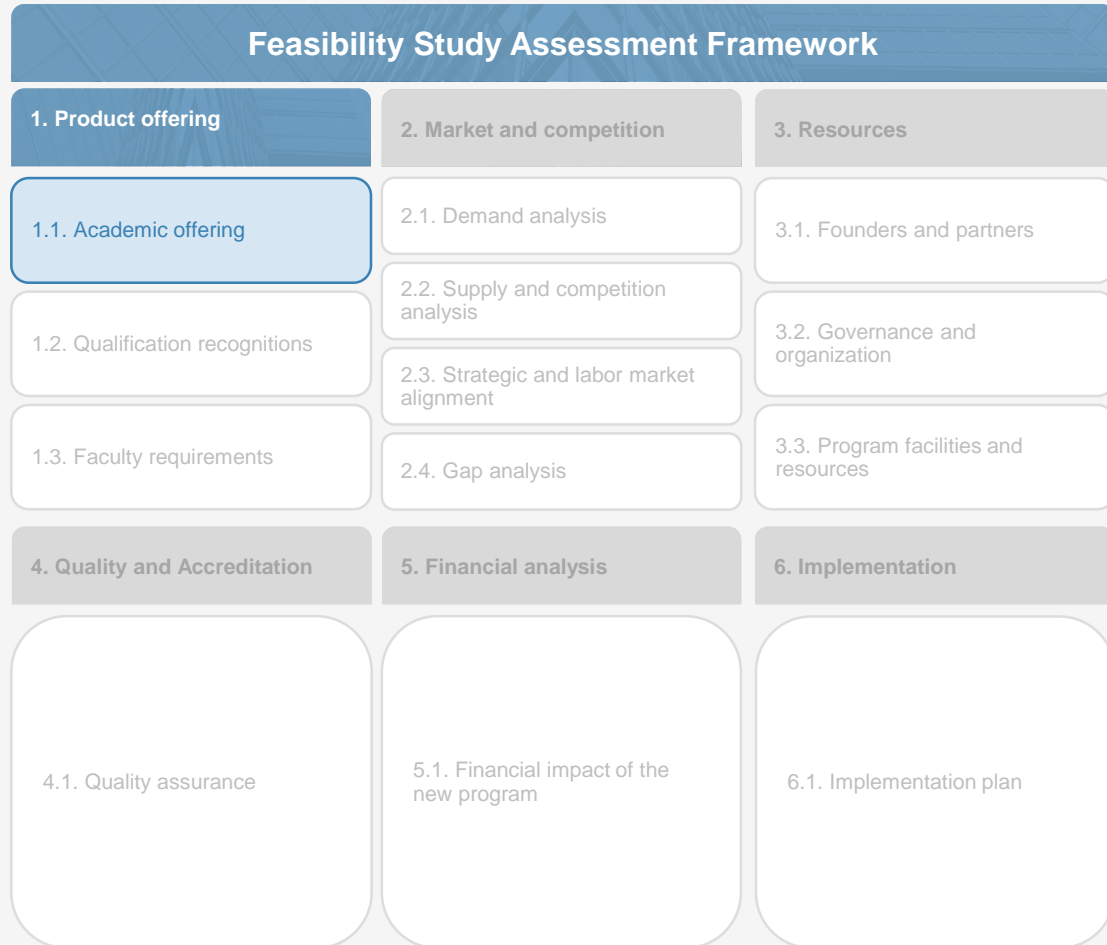


We developed a comprehensive framework to assess the feasibility study application of new program to be introduced by an existing HEI

Accompanying documents can be added as an **appendix/annex** to the feasibility study submitted, as needed



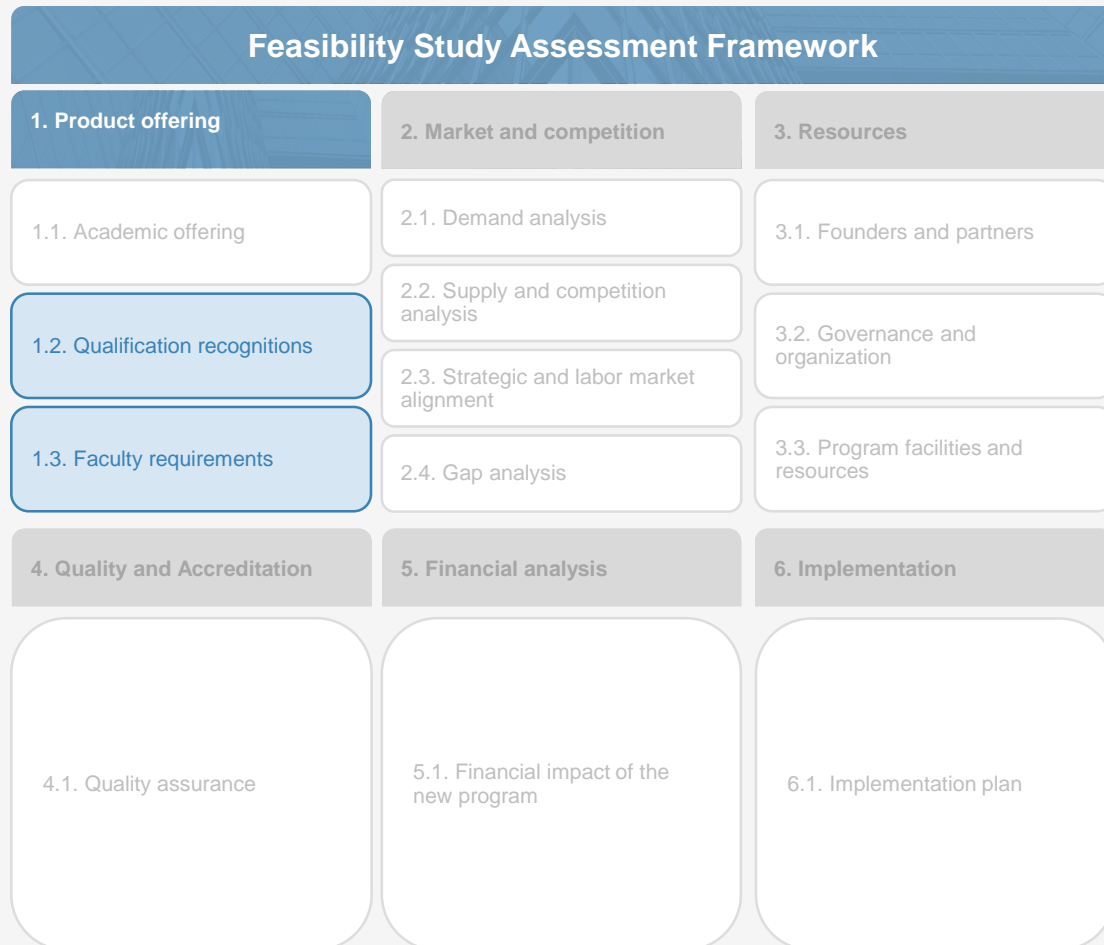
Framework 4. Addition of a new program (1/9)



1. Product offering

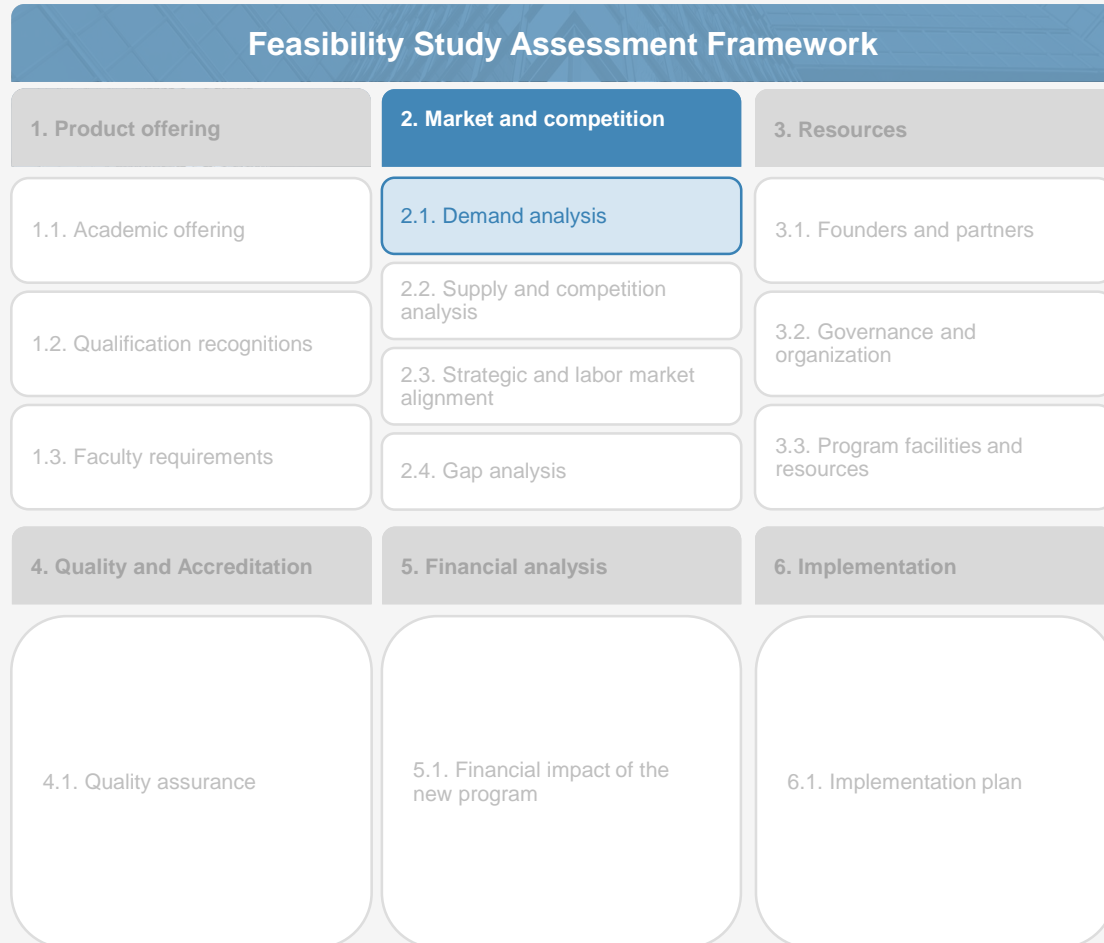
Requirements	Description
1.1.1. Program learning outcomes	Provide clearly defined learning outcomes for the new program, showing alignment with national educational objectives
1.1.2. Curriculum design	Provide an overview of the program-specific curriculum designed in accordance with the academic framework 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
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

Framework 4. Addition of a new program (2/9)



1. Product offering	
Requirements	Description
1.2.1. Alignment with NQF	Detail how the new program aligns with its respective NQF 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

Framework 4. Addition of a new program (3/9)



2. Market and competition

Requirements	Description
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

Framework 4. Addition of a new program (4/9)

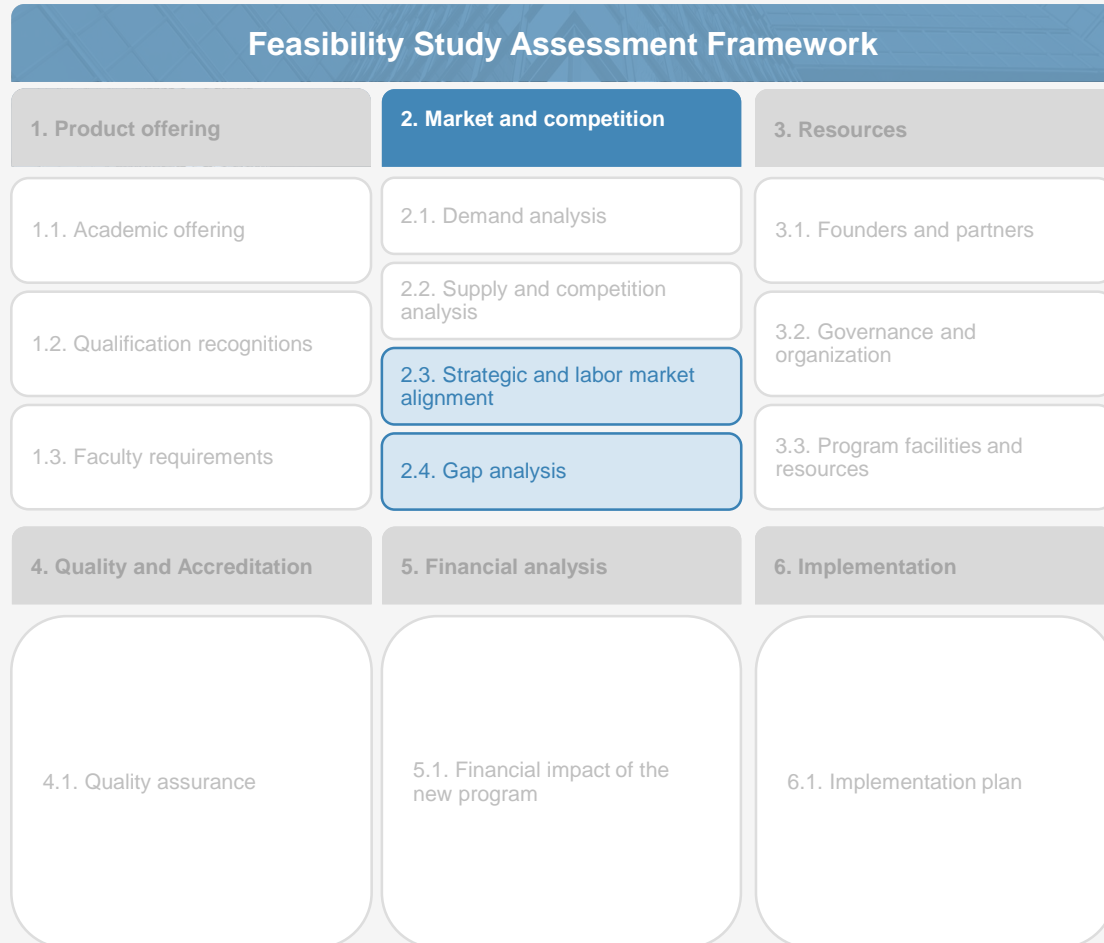
Feasibility Study Assessment Framework

1. Product offering	2. Market and competition	3. Resources
1.1. Academic offering	2.1. Demand analysis	3.1. Founders and partners
1.2. Qualification recognitions	2.2. Supply and competition analysis	3.2. Governance and organization
1.3. Faculty requirements	2.3. Strategic and labor market alignment	3.3. Program facilities and resources
2.4. Gap analysis		
4. Quality and Accreditation	5. Financial analysis	6. Implementation
4.1. Quality assurance	5.1. Financial impact of the new program	6.1. Implementation plan

2. Market and competition

Requirements	Description
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 would students choose this program over other similar programs offered at the same HEI or competitors
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

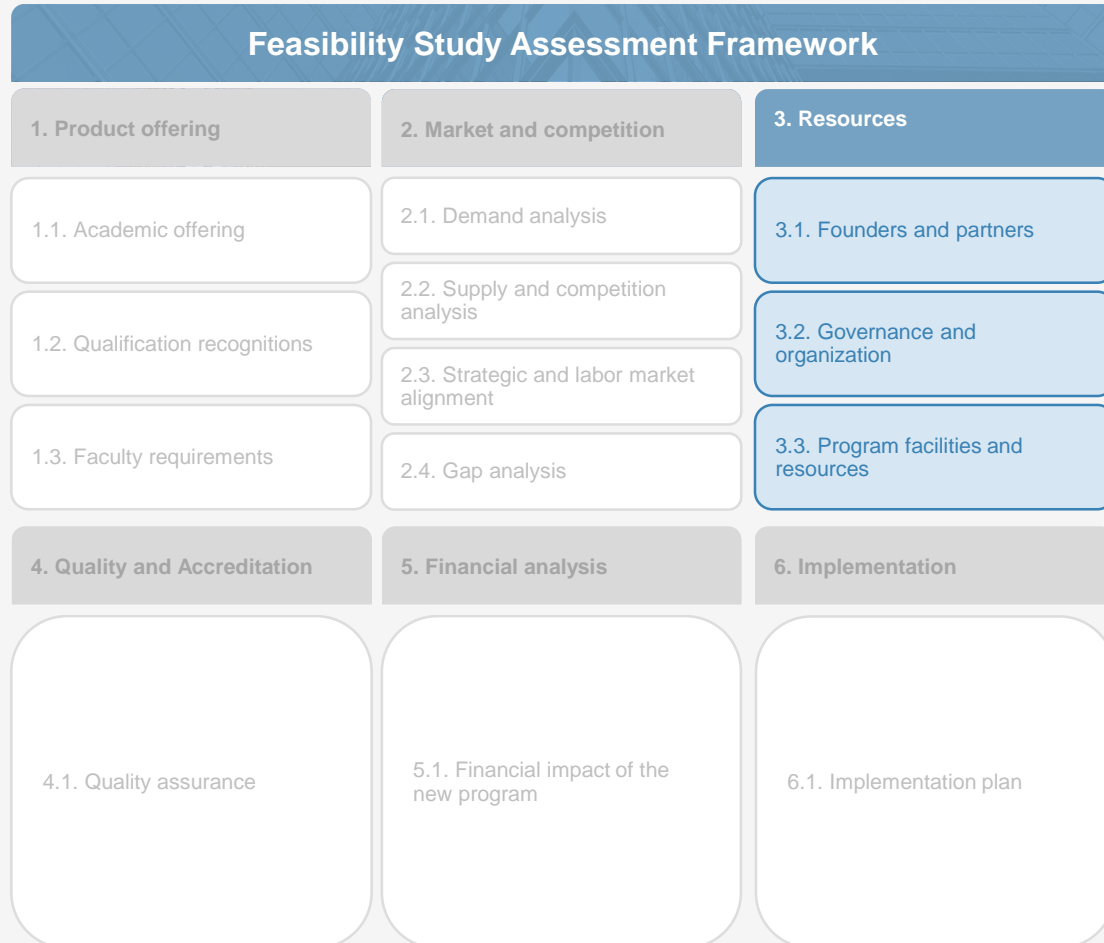
Framework 4. Addition of a new program (5/9)



2. Market and competition

Requirements	Description
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
2.4.1. 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

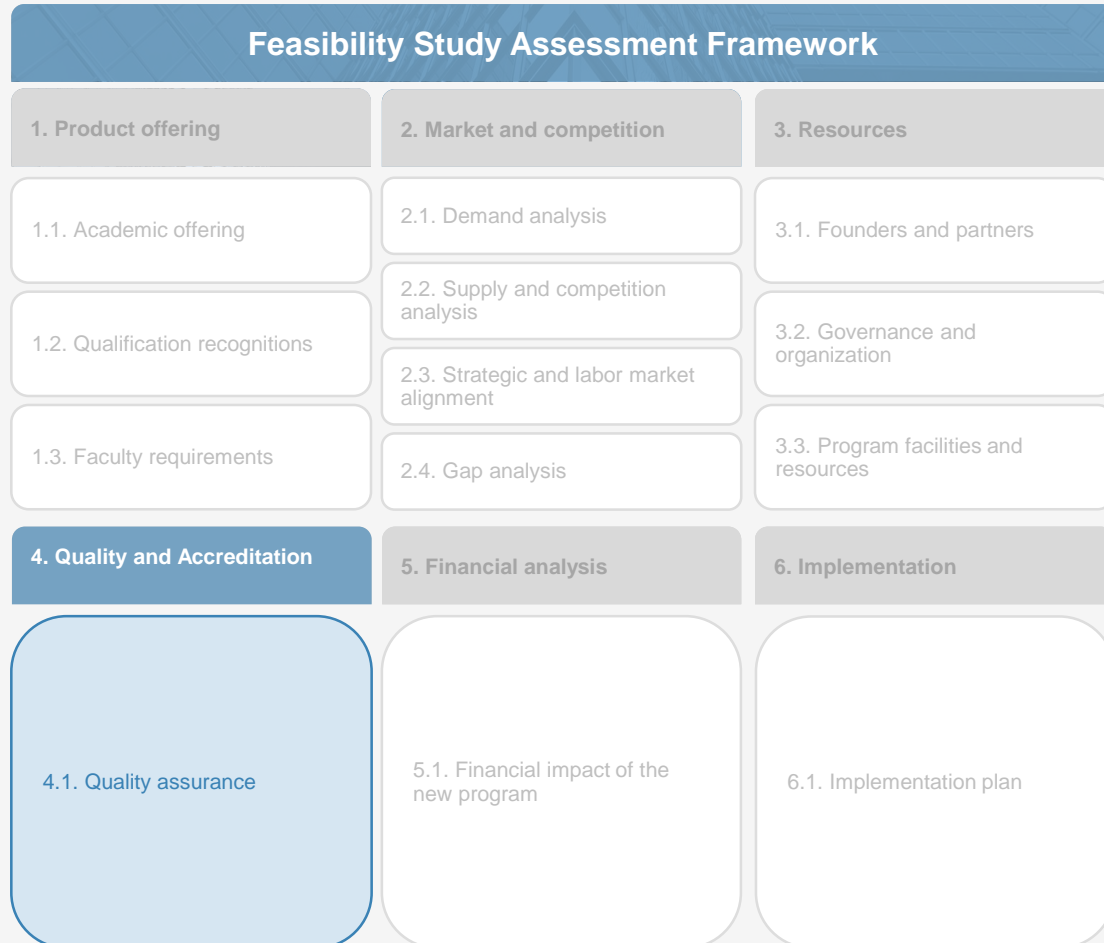
Framework 4. Addition of a new program (6/9)



3. Resources

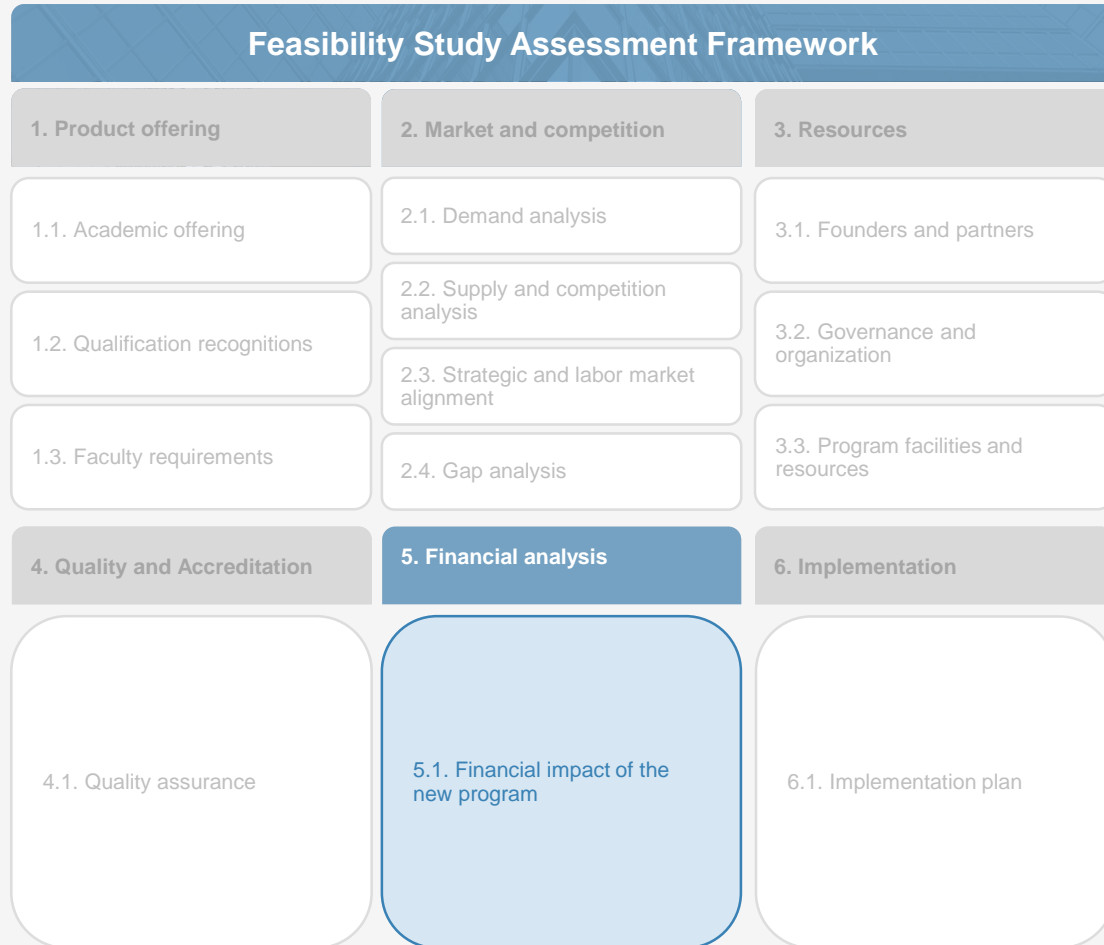
Requirements	Description
3.1.1. Partners' profiles <i>If applicable</i>	<i>Not required if the new program will be delivered via the HEI's physical and human resources only</i> Otherwise, provide profiles of potential partners that will support to the academic offerings such as partnerships with local/international 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
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
3.3.1. Program-specific facilities and resources <i>If applicable</i>	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.

Framework 4. Addition of a new program (7/9)



4. Quality and Accreditation	
Requirements	Description
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

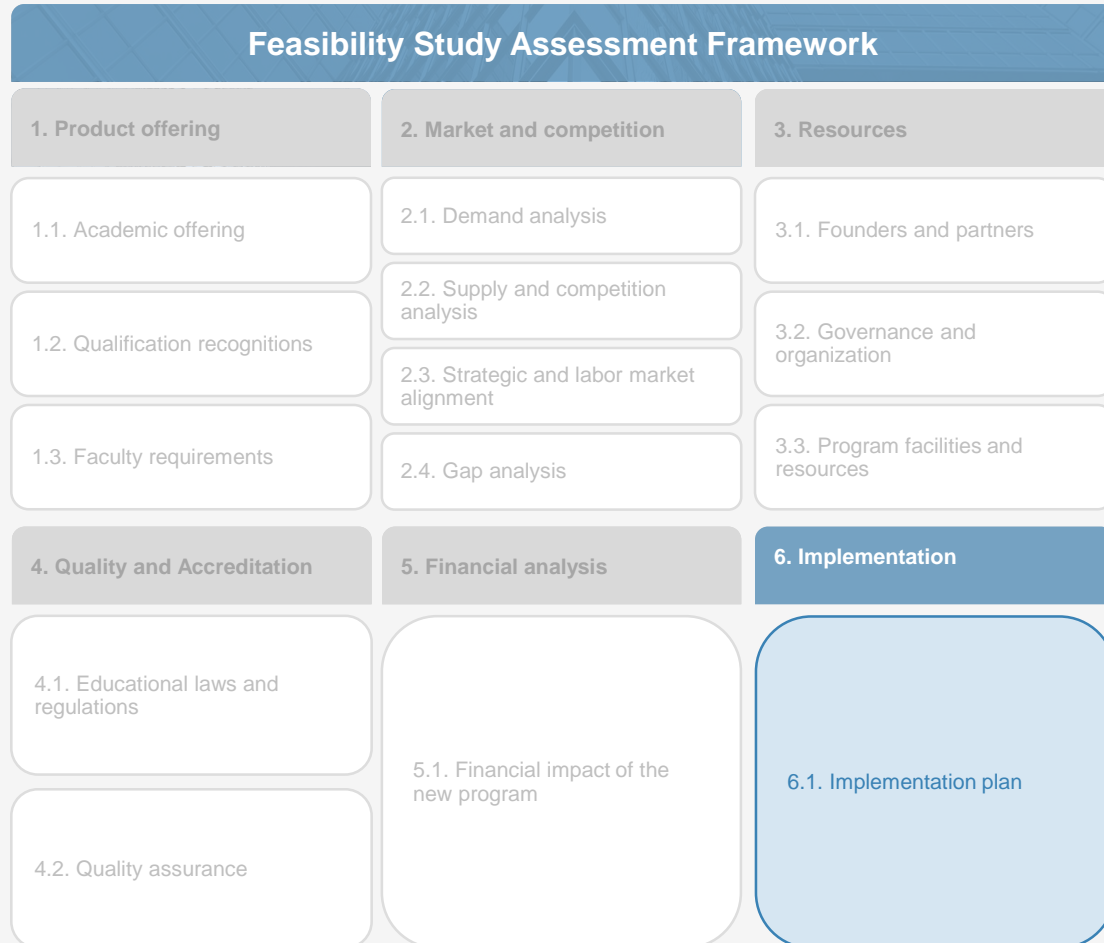
Framework 4. Addition of a new program (8/9)



5. Financial analysis

Requirements	Description
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)

Framework 4. Addition of a new program (9/9)



6. Implementation	
Requirements	Description
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