

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Overview

Curriculum and program review are not administrative exercises, they are the mechanisms through which AIU fulfils its fundamental obligation to students: to provide academic programs whose quality is systematically monitored, whose learning outcomes are rigorously assessed, and whose content is regularly renewed to reflect the evolving demands of the disciplines and the labor market. Accreditation is built on evidence of this systematic approach to educational quality. It is required that programs have clearly defined learning outcomes, appropriate faculty, and adequate resources. Institutions are required to assess student learning, use the evidence to improve, and demonstrate that the improvement loop is genuinely closed.

This policy establishes AIU's complete framework for curriculum governance, from the moment a new program is conceived through to its ongoing monitoring, five-year comprehensive review, and, where necessary, its discontinuation. It covers the governance processes by which Faculty Council exercises its binding authority over curriculum and academic standards, the documentation requirements that make curriculum decisions auditable and demonstrable, and the assessment cycle that connects learning outcome evidence to curriculum improvement.

The framework draws on the expectations of accreditation, the PUC's program approval requirements, and the practices of accredited institutions with comparable disciplinary profiles to AIU. Kuwait Vision 2035 is embedded as a required alignment dimension for all new program proposals, reflecting AIU's positioning as an institution whose programs serve Kuwait's national development priorities.

Scope

This policy applies to all degree programs, concentrations, minors, majors, certificates, and academic courses offered by AIU, at undergraduate and graduate levels and across all Schools, Business, Engineering, Architecture and Design, Arts and Sciences, and Education. It governs the development, approval, modification, assessment, review, and discontinuation of academic programs and curricula, and applies to all faculty, academic units, the Faculty Council and its committees, academic administrators, the Registrar, and the VPAA.

Purpose

The purposes of this policy are to:

- Establish a systematic, governance-informed process for the development, approval, and ongoing management of all academic programs and curricula at AIU
- Define the Faculty Council's binding authority over curriculum and program matters, and the distinct roles of the Dean, VPAA, President, and Board in the curriculum governance process
- Specify the required content of new program proposals, ensuring that all proposals are evidence-based, pedagogically sound, and financially sustainable before they reach the PUC
- Define the five levels of curriculum modification and the approval pathway for each, ensuring that significant changes receive rigorous scrutiny while administrative matters are handled efficiently
- Establish the systematic curriculum assessment framework, PLOs, curriculum maps, assessment plans, and the annual close-the-loop cycle, that constitutes AIU's primary evidence of educational quality for accreditation

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

- Define the five-year comprehensive program review cycle and its twelve required components, providing a structured mechanism for evaluating program effectiveness against evidence
- Establish the annual program monitoring process that maintains continuous oversight between comprehensive reviews
- Define the program discontinuation requirements that protect currently enrolled students through a teach-out plan and meet all PUC and accreditation obligations
- Demonstrate compliance with educational programme standards, institutional effectiveness and student learning assessment, and financial sustainability of academic programmes.

Definitions and Abbreviations

Academic Program: An organized sequence of courses and learning experiences leading to an academic credential, degree, concentration, minor, certificate, or other recognized academic award, offered at AIU and approved by the PUC.

Curriculum Map: A documented matrix showing how each required course in a program addresses each PLO, with designation of whether the PLO is Introduced (I), Developed (D), or Mastered (M) in that course. The curriculum map is the structural evidence that PLOs are systematically addressed across the program.

Program Learning Outcomes (PLOs): Statements describing the knowledge, skills, competencies, and dispositions that a student is expected to demonstrate upon successful completion of the program. PLOs must be specific, measurable, assessable, and appropriately rigorous for the credential level.

Student Learning Outcome Assessment: The systematic collection, analysis, and use of evidence about student achievement of PLOs, used to improve the curriculum and the learning experience.

Direct Assessment Measure: An assessment method that requires students to demonstrate their achievement of a PLO through their own work, examinations, essays, projects, presentations, simulations, or performances, evaluated against a defined rubric.

Indirect Assessment Measure: An assessment method that gathers evidence about PLO achievement through student, graduate, or employer perceptions rather than direct demonstration, surveys, interviews, focus groups, or reflective analyses.

Program Review: A systematic five-year evaluation of an academic program's quality, effectiveness, sustainability, and alignment with institutional goals and external standards.

Annual Program Monitoring Report: A shorter, annual update on key program indicators, enrolment, retention, graduation, PLO assessment results, and action plan progress, submitted between comprehensive five-year reviews

Curriculum Modification: Any approved change affecting courses, program structure, learning outcomes, degree requirements, academic standards, or the curriculum map.

Teach-Out Plan: A documented process approved by the Faculty Council and communicated to all affected students ensuring that all students currently enrolled in a program being discontinued can complete their academic credentials without interruption or disadvantage

Curriculum Registry: The official institutional record, maintained by the Registrar, of all approved programs, concentrations, courses, and their current status, active, under modification, suspended, or discontinued.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Program Review Committee: An ad hoc committee convened for each five-year program review, chaired by the relevant Dean and including faculty from the program, a faculty representative from another School, and the external reviewer.

Policy

Article 1: Curriculum Governance

Curriculum and program decisions at AIU are governed through a shared governance process in which faculty exercise primary intellectual authority and academic administrators exercise institutional oversight authority. The following principles and responsibilities govern all curriculum governance at AIU:

- a. **Faculty primacy:** Faculty members have the primary intellectual responsibility for curriculum content, program design, PLO definition, assessment methods, and academic standards. This responsibility is exercised collectively through the Faculty Council and its committees. No program is approved, modified in a major way, or discontinued without Faculty Council recommendation. This is not courtesy; it is a requirement and a condition of genuine academic quality.
- b. **Faculty Council binding authority:** The Faculty Council holds binding authority over: new program proposals (the academic rationale and PLO design must be Faculty Council-endorsed before PUC submission); major curriculum modifications (any change to required courses, PLOs, credit hours, or graduation requirements); program review findings and action plans; and program discontinuation. Administrative matters and minor modifications are handled efficiently below the Faculty Council level as specified in Article 4.
- c. **VPAA oversight:** The VPAA oversees curriculum governance processes, ensures compliance with PUC and accreditation requirements, maintains the Curriculum Registry through the Registrar, monitors the five-year review cycle, and coordinates the relationship between curriculum decisions and financial planning. The VPAA is the institutional officer responsible for ensuring that the curriculum framework as a whole is coherent, accreditation-compliant, and responsive to institutional effectiveness evidence.
- d. **Presidential approval:** Final approval authority for academic programs and major curriculum matters resides with the President, who endorses Faculty Council recommendations and PUC submissions. The President's approval is not a substitute for Faculty Council endorsement, where the President declines a Faculty Council recommendation on curriculum matters within binding jurisdiction, the provisions of ACA-001 Article 7 and FAC-001 Article 5.1 apply.
- e. **PUC compliance:** AIU may not offer or advertise any academic program that has not been approved by the PUC. No new program, major modification, or program discontinuation takes effect until PUC approval is received where required. Substantive change requirements are observed in addition to PUC requirements where applicable.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Article 2: New Program Development and Approval

The development of a new academic program is a major institutional commitment that requires rigorous evidence-based justification before Faculty Council endorsement, Presidential approval, and PUC submission. The following process governs new program development:

2.1. Initiation

A proposal for a new program may be initiated by a School's faculty collectively, by a Dean, by the VPAA, or by the President in response to a strategic direction set by the Board. The initiating party submits an initial concept note to the VPAA identifying the proposed program, its intended credential level, the market opportunity it addresses, and the estimated resource requirements. The VPAA consults with the President and determines whether to authorize full proposal development within 30 working days.

2.2. Full Proposal Requirements

A full new program proposal must contain all of the following elements. Proposals missing required elements are returned to the proposing Dean for completion before they enter the Faculty Council review process:

Proposal Element	Required Content	Why Required
Program title and award level	Full program name, award type (BSc, BA, MSc, etc.), and proposed CIP classification	Enables PUC registration and accrediting agency classification
Mission and strategic alignment	Explicit linkage to AIU's mission statement and Strategic Plan; alignment with Kuwait Vision 2035 and identified national workforce priorities	Accrediting agency requires that programs derive from and serve the institution's educational purposes
Market and workforce need analysis	Labor market data for Kuwait and the GCC; employer surveys; graduate placement rates in related fields; analysis of competitor program availability	Demonstrates that the program serves a genuine need and will attract sufficient students
Student demand projections	Five-year projected enrolment by cohort; basis of projections; sensitivity	Required for financial sustainability analysis and PUC submission

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

	analysis under conservative assumptions	
Program Learning Outcomes (PLOs)	Minimum five and maximum ten PLOs; each written using the Bloom's Taxonomy action verb framework; covering knowledge, skills, and application	Accrediting agency requires that programs have clearly defined and assessable learning objectives
Curriculum map	Matrix showing all required courses mapped to each PLO, with designation of Introduced (I), Developed (D), or Mastered (M) at each course	Demonstrates that the PLOs are systematically addressed across the curriculum
Assessment plan	For each PLO: at least one direct and one indirect assessment measure; the assessment cycle; the performance target; and the improvement mechanism	Accrediting agency requires that institutions assess and improve student learning outcomes
Faculty qualifications analysis	Roster of faculty who will deliver the program; verification that each meets the standard in ACA-003; identification of any gaps and recruitment plan to close them	Accrediting agency requires adequate qualified faculty before program launch
Resource sufficiency analysis	Library and database resources; laboratory, studio, and technology infrastructure; student support services; accreditation-specific facilities	Accrediting agency requires adequate physical, library, and technology resources
Financial sustainability analysis	Five-year financial model; break-even enrolment; revenue and cost projections; funding source; impact on existing programs' resource base	Accrediting agency requires financial sustainability; PUC requires financial evidence

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Benchmarking	Comparison of PLOs, curriculum structure, credit hours, admission standards, and assessment practices against at least three comparable programs at accredited or similarly recognized institutions	Demonstrates that the program meets international standards
Risk assessment	Key risks to program success (enrolment, staffing, regulatory, market); mitigation strategies for each	Supports Board and President decision on feasibility
Teach-out plan (if applicable)	Only required if proposing a replacement for a discontinued program; specifies how existing students will be accommodated	Ensures student protection in transition

2.3. Approval Process

- The completed proposal is submitted to the Faculty Council for review. The Faculty Council reviews the academic rationale, PLOs, curriculum map, and assessment plan, the elements within its binding jurisdiction, and issues a written recommendation with vote count within one meeting cycle (maximum 20 working days).
- The VPAA reviews the full proposal including the Faculty Council recommendation and prepares a recommendation to the President within 10 working days of receiving the Faculty Council recommendation.
- The President reviews the proposal and, where satisfied, endorses the PUC submission. Where the President requires modifications, the VPAA works with the Dean to address them before PUC submission.
- No program is submitted to the PUC without Faculty Council endorsement of the academic components and Presidential approval of the full proposal. The VPAA prepares and submits the PUC application, coordinating with the Dean on any PUC review process.
- The program is added to the Curriculum Registry and the Faculty Qualification Audit database only after PUC approval is received and communicated in writing.
- The program is publicly announced, marketed, and opened for student applications only after PUC approval. Any marketing or student recruitment in advance of PUC approval is a regulatory compliance breach.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Article 3: Curriculum Governance Bodies

The following bodies hold specific responsibilities in curriculum governance at AIU. All bodies operate within the shared governance framework established by FAC-001 (Faculty Council Charter) and ACA-001 (Academic Policies and Procedures Policy):

3.1. Faculty Council and Curriculum and Academic Standards Committee

The Faculty Council holds binding authority over all curriculum and program matters within the jurisdiction defined in FAC-001. The Faculty Council's Curriculum and Academic Standards Committee conducts detailed review of new program proposals and major modifications, and makes a recommendation to the full Faculty Council for vote. The Committee maintains a rolling log of all active proposals and modifications under review, reported to the full Council at each regular meeting.

3.2. Academic Policy Review Committee

The Academic Policy Review Committee, established under ACA-001, supports the VPAA in assessing the policy and accreditation implications of curriculum proposals and modifications, and ensures consistency with the overall academic policy framework.

3.3. Program Review Committees

Each five-year program review is conducted by a Program Review Committee convened for that specific review. The Committee is chaired by the relevant Dean and includes: a minimum of three faculty members active in the program; one faculty member from a different School, appointed by the Faculty Council Chair; and the external reviewer. The Committee's report and action plan are submitted to the Faculty Council and the VPAA.

3.4. Faculty Council Assessment Committee

The Faculty Council's Academic Integrity and Assessment Committee monitors the implementation of action plans arising from program reviews and from annual PLO assessment results. It reports to the full Faculty Council each semester on the status of all open action plans, and escalates to the VPAA any action plan item that is more than one semester overdue without documented justification.

Article 4: Curriculum Modification

Curriculum modification is a normal and necessary part of maintaining academic quality. This policy defines five levels of modification to ensure that each change receives the level of scrutiny appropriate to its significance, without creating bureaucratic friction for minor administrative matters.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Modification Level	Examples	Approval Required	PUC Notification?
Administrative	Course code change; correction of typographical errors in course descriptions; minor title rewording with no content change	Registrar	No
Minor	Course description update that does not change the course content or PLO mapping; prerequisite adjustment.	Dean	No, Faculty Council notified at next meeting
Moderate	Addition or deletion of an elective course; change to a concentration or minor that does not affect the core program structure; modification to an existing course that changes PLO coverage at one level (I to D, etc.)	Faculty Council recommendation; Dean endorsement; VPAA approval	PUC notification where required by PUC rules
Major	Addition or removal of a required core course; revision of one or more PLOs; change in total credit hours of the degree; change to graduation requirements; addition or removal of a concentration; substantive change to program structure	Faculty Council binding recommendation; VPAA endorsement; Presidential approval	Yes, PUC submission before implementation
Substantive Change	Addition of a new degree level; addition of a program that significantly changes AIU's scope; change in mode of delivery for an existing program (adding online); branch campus; any change meeting substantive change criteria	Faculty Council binding recommendation; VPAA endorsement; Presidential approval; Board notification	Yes, PUC submission; notification/approval before implementation

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

The proposer submits the modification proposal to the appropriate body. Uncertainty about the modification level is resolved by the VPAA, whose determination is binding. The VPAA's determination does not affect the proposer's right to appeal the classification to the Faculty Council where they believe the modification has been incorrectly classified as requiring less scrutiny than it merits.

All approved modifications, at every level, are entered in the Curriculum Registry by the Registrar within five working days of the final approval. The Faculty Council is notified of all modifications at or above the administrative level at its next regular meeting, regardless of the approval level. A modification that is not in the Curriculum Registry is not officially approved, regardless of any other communications.

4.1. Impact Assessment for Major and Substantive Modifications

Major and Substantive Change modifications must include a documented impact assessment covering:

- Effect on PLO coverage in the curriculum map, does the modification leave any PLO without sufficient Mastered-level coverage?
- Effect on existing students, do students admitted under prior curriculum requirements need a transition plan to complete their degree?
- Effect on progression and graduation requirements, particularly for modifications mid-program.
- Resource implications, does the modification require additional faculty, library resources, laboratory equipment, or technology not currently available?
- Accreditation implications, does the modification affect compliance with PUC requirements, or any program-level accreditation in progress?
- Financial implications, does the modification change the program's cost structure materially?

Article 5: Curriculum Assessment - Student Learning Outcomes Framework

The systematic assessment of student achievement of Program Learning Outcomes is the foundation of AIU's educational quality evidence. Without a functioning, closed-loop assessment process, AIU cannot demonstrate that its educational programs are achieving their intended outcomes. The following framework governs curriculum assessment at AIU:

5.1. PLO Framework Requirements

Every academic program must maintain:

- A set of between five and ten Program Learning Outcomes that are specific, measurable, assessable, and appropriately rigorous for the credential level
- A current, reviewed curriculum map showing the I/D/M coverage of each PLO across all required courses
- A documented assessment plan specifying, for each PLO: at least one direct assessment measure; at least one indirect assessment measure; the assessment cycle (which semester, which course);

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

the performance target; and the improvement mechanism triggered by below-target performance

- d. An annual assessment summary documenting the results of all PLO assessments for the year, the analysis of those results, and the curricular or pedagogical improvements made in response

5.2. The Assessment Cycle - Close the Loop

Assessment is only meaningful if the evidence is used to improve student learning. The close-the-loop process at AIU operates as follows:

1. PLO assessment data is collected by the relevant faculty through the methods specified in the assessment plan.
2. Results are aggregated at the program level by the program's assessment coordinator each semester and shared with all faculty teaching courses in the program.
3. At the annual program meeting, faculty review the aggregated results for all PLOs and identify any PLO falling below the established performance target.
4. For each below-target PLO, the faculty collectively propose an improvement action, a curriculum change, a pedagogical adjustment, a resource addition, or an assessment method revision, and assign it to a named faculty member with a deadline.
5. The improvement action is implemented in the following academic year.
6. The following year's assessment cycle verifies whether the improvement action was effective in raising PLO achievement above the target.
7. The full cycle, assessment, analysis, improvement, verification, is documented in the annual assessment summary and carried into the five-year program review.

AIU does not treat PLO assessment as a documentation exercise. A program that consistently reports assessment results without evidence of improvement actions is not functioning in compliance with this policy. The Faculty Council Assessment Committee monitors assessment cycle compliance and reports to the full Faculty Council each semester.

5.3. General Education Assessment

AIU's general education requirements are subject to the same PLO assessment framework as degree program requirements. General education outcomes are assessed at the institutional level by the VPAA's office in collaboration with the Faculty Council, and the results are used to evaluate the effectiveness of AIU's general education curriculum across all Schools. General education assessment results are included in the Annual Institutional Effectiveness Report and in each relevant programme's comprehensive review.

Article 6: Five-Year Program Review Cycle

Every academic program at AIU undergoes a comprehensive review on a five-year cycle. The review is a systematic, evidence-based evaluation of program quality, student achievement, resource adequacy, and strategic relevance, not a formality. A program that cannot demonstrate quality through its five-year review may be placed on a monitoring plan or recommended for modification or discontinuation.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

6.1. Review Schedule

The VPAA maintains a rolling five-year review schedule, published in the Academic Policy Repository, showing the review year for each program. The schedule is set so that no more than three programs are reviewed in any single academic year, to ensure adequate VPAA and Faculty Council capacity. New programs complete their first comprehensive review at the end of Year 5 from the date of their first student cohort, regardless of when the program received PUC approval.

6.2. Review Components

Every five-year program review must address the following twelve components:

Review Component	Required Detail	Primary Data Source
Enrolment, retention, and graduation analysis	Five-year trend data; comparison against AIU targets and benchmarks; analysis of patterns by cohort, gender, and nationality where material	Registrar institutional data
PLO achievement data - three prior years	Achievement rates for each PLO at all assessment points; analysis of trends; identification of PLOs with persistent below-target achievement	Program assessment coordinator reports
Curriculum map review	Verification that all PLOs are addressed at I/D/M levels across the current curriculum; identification of gaps or redundancies; alignment with any changes since the previous review	Faculty Committee review of current map
External reviewer report	Written report from at least one external reviewer from outside Kuwait with relevant disciplinary, professional, or accreditation expertise; findings on program quality, PLO rigor, faculty qualifications, and curriculum currency	External reviewer, appointed by VPAA with Dean consultation

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Student and graduate feedback	Current student satisfaction survey results relevant to the program; graduate survey data (where available); qualitative themes identified from advisory board input	Institutional surveys; alumni relations
Employer and industry feedback	Survey of graduates' employers or advisory board input on graduate preparation and skill gaps; labor market developments since the previous review	Dean / program director industry engagement
Faculty qualifications review	Confirmation that all faculty teaching in the program meet ACA-003 standards; identification of any qualification gaps; faculty scholarly activity summary	VPAA Faculty Qualification Audit data
Resource adequacy assessment	Library resources, laboratory and technology infrastructure, and student support services assessed against current program delivery needs	Dean / Facilities / Library
Financial sustainability analysis	Enrolment-based revenue versus program cost; cost-per-student-credit-hour; financial trend over the review period	Director of Finance
Benchmarking update	Comparison of PLOs, curriculum, and standards against updated comparators at accredited or similarly recognized institutions; identification of areas where program has fallen behind	Program faculty research
Strategic alignment assessment	Confirmation that the programme remains aligned with AIU's current Strategic Plan and Kuwait national priorities	Dean / VPAA

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Action plan	Specific, measurable, time-bound improvement actions addressing each weakness identified in the review; responsible party and timeline for each action	Program Review Committee
--------------------	--	--------------------------

6.3. External Reviewer

Every program review includes an external reviewer: an individual external to AIU who holds academic, professional, or accreditation expertise relevant to the discipline under review. External reviewers must be from outside Kuwait, they are typically faculty members at a accredited or internationally recognized institution in the relevant field, or practitioners with recognized senior professional standing in the field. The VPAA appoints the external reviewer in consultation with the Dean. External reviewers must not have a current or recent employment, consulting, or personal relationship with AIU or with any faculty member in the program under review. The external reviewer receives the self-study report, visits the campus (or participates virtually where in-person is not practicable), meets with students and faculty, and produces a written report that is included in the review record.

6.4. Review Report and Action Plan

The Program Review Committee produces a written Program Review Report incorporating all twelve required components. The Report is submitted to the Faculty Council and the VPAA within 30 working days of the external reviewer's report being received. The Faculty Council reviews the Report and the Action Plan and endorses them within one meeting cycle. The endorsed Report is submitted to the President and filed in the accreditation evidence folder. The Action Plan's implementation is monitored annually by the Faculty Council Assessment Committee.

Article 7: Annual Program Monitoring

Between five-year comprehensive reviews, academic programs submit an Annual Program Monitoring Report to the VPAA and the Faculty Council by 30 November each year. The monitoring report is a shorter, focused update on key program indicators that enables AIU to identify emerging concerns before they become program review findings.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Annual Monitoring Indicator	What Is Reported
Enrolment	Headcount at the start of each semester; year-on-year change; comparison against five-year projected trend from most recent program review or proposal
Retention rate	Percentage of students who enrolled in Year N who returned in Year N+1; first-year retention specifically identified; reasons for non-return where known
Graduation rate	Percentage of each cohort graduating within standard time (100%) and within one extra year (150%); comparison against targets
Student Learning Outcomes assessment	Summary of PLO assessment results for the year; any PLOs falling below the established performance target; the improvement action initiated for below-target PLOs
Action plan progress from program review	Status update on each action item from the most recent five-year program review; on track / delayed / completed / superseded
Faculty qualifications status	Any changes in faculty qualification compliance since the annual Faculty Qualification Audit; any new qualification gaps arising from course assignment changes
Substantive curriculum changes	Any modifications approved during the year; their classification (minor/moderate/major); implementation status
Resource or sustainability concerns	Any material change in program financial sustainability; any resource gap arising from enrolment change or new curriculum requirements

The VPAA reviews all Annual Program Monitoring Reports by 31 December each year and flags to the relevant Dean any indicator that has deteriorated significantly since the previous year. Where a

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

monitoring report reveals concerns serious enough to suggest that a program cannot wait until its scheduled five-year review, the VPAA may initiate an interim review in consultation with the Dean and the Faculty Council.

Article 8: Program Discontinuation

The decision to discontinue an academic program is one of the most consequential institutional actions AIU can take. It affects currently enrolled students, the faculty who teach in the program, the institution's scope of offerings, and potentially AIU's accreditation. It must be made through a rigorous, evidence-based, governance-compliant process.

Discontinuation Requirement	Detail
Pre-decision evaluation	Evidence-based review of: enrolment trends (minimum 3 years); financial sustainability; labor market demand; student impact; accreditation implications; strategic alignment with current AIU Strategic Plan
Faculty Council binding recommendation	Full Faculty Council consideration and majority vote on the academic rationale for discontinuation; recommendation recorded in minutes with vote count
Student notification	All currently enrolled students in the program notified in writing as soon as the decision to propose discontinuation is made no later than the point at which the Faculty Council recommendation is submitted for Presidential review
Teach-out plan	A detailed plan specifying: how every currently enrolled student can complete the degree; the maximum additional time required; any alternative program substitutions available; faculty and resource availability for the teach-out period; the monitoring mechanism
Teach-out period minimum	The teach-out period must be sufficient for every enrolled student to complete their program without interruption,

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

	minimum the time remaining for the most advanced enrolled student to complete, plus one academic year of buffer
PUC approval	No program may be discontinued without PUC approval where required by PUC rules. AIU submits a formal discontinuation application to the PUC including the Faculty Council recommendation, the teach-out plan, and evidence of student notification
Board of Trustees notification	The President notifies the Board of Trustees in writing of the program discontinuation decision and the teach-out plan before any public announcement
Accrediting agency notification	Where the discontinuation meets accrediting agency substantive change criteria, AIU notifies accrediting agency in accordance with the Commission's substantive change policies before implementation
Program discontinuation record	Full documentation retained: the basis for the decision; Faculty Council recommendation and minutes; teach-out plan; student notifications; PUC correspondence; final enrolment and completion data

Suspension of admissions to a program, stopping new student intake without formally discontinuing the program, requires Faculty Council notification and Dean endorsement, but does not require Faculty Council binding approval or PUC approval where the suspension is for a defined period of no more than one academic year. Suspension extending beyond one academic year is treated as discontinuation for governance and regulatory purposes.

Article 9: Documentation, Registry, and Records Retention

The integrity of AIU's curriculum governance depends on complete, accurate, and accessible documentation. The following documentation standards apply:

- a. The Curriculum Registry, maintained by the Registrar and supervised by the VPAA, is the official record of all active, modified, suspended, and discontinued programs, concentrations, and courses. Every approved change takes effect only upon entry in the Registry. The Registry is the

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

authoritative source for catalogue preparation, student degree audits, PUC compliance reporting, and accreditation evidence.

- b. The VPAA's office maintains a separate Accreditation Evidence File for curriculum and assessment, organized by accrediting agency reference, containing: current program proposals with PUC approvals; Faculty Council recommendations and minutes for all major curriculum decisions; five-year review reports and external reviewer reports; annual monitoring reports; annual assessment summaries and close-the-loop documentation; and modification approvals.
- c. All curriculum governance documents, program proposals, modification approvals, Faculty Council recommendations, review reports, assessment summaries, and discontinuation documentation, are retained for a minimum of ten years from the date of the last action on each document, or for a longer period where accreditation or legal requirements specify.
- d. Documents must be retrievable within five working days of any request from an authorized party, including accrediting agency visiting teams, PUC inspectors, and the Board Academic Affairs Committee.

Article 10: Integration with Institutional Effectiveness and Strategic Planning

Curriculum and program review are not isolated academic exercises, they are integral to AIU's institutional effectiveness cycle and to strategic planning. The following integration requirements apply:

- a. Five-year program review findings and action plans are incorporated into the Annual Institutional Effectiveness Report to the Board of Trustees, providing the Board with evidence-based assurance that program quality is systematically monitored and improved.
- b. Program assessment results, particularly patterns of PLO achievement and gaps identified in the close-the-loop cycle, inform the VPAA's annual recommendations on faculty development priorities, resource allocation, and strategic program investment.
- c. The VPAA reports annually to the Budget cycle process on: programs whose financial sustainability data suggest concerns that may require resource reallocation or discontinuation planning; and new programs whose sustainability projections are tracking below the feasibility threshold established in their initial proposal.
- d. Accreditation findings, whether from accrediting agency, PUC, or program-level accreditors such as AACSB and ABET, that identify curriculum or assessment deficiencies are immediately reflected in a Faculty Council-endorsed corrective action plan. Such plans are not deferred to the next regular program review cycle.

Procedures

New Program Proposal - Development and Submission

1. The initiating Dean or VPAA submits an initial concept note to the VPAA (or the President where the VPAA is the initiator). The VPAA makes the authorization decision within 30 working days.
2. On authorization, the Dean constitutes a program development team, typically three to five faculty members with relevant expertise, and assigns a lead faculty member and a Dean's office

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

coordinator to manage the process. The VPAA provides the program proposal template and a copy of this policy.

3. The development team prepares the full proposal against all elements in Article 2.2, consulting with the Registrar (curriculum structure), the Director of Finance (financial sustainability), the Library Director (resource analysis), and relevant external stakeholders (market and employer feedback).
4. The completed proposal is submitted to the Faculty Council's Curriculum and Academic Standards Committee at least 15 working days before the Faculty Council meeting at which it is to be considered. The Committee reviews and prepares a recommendation for the full Council within one meeting cycle.
5. The full Faculty Council considers the proposal and the Committee recommendation. The vote is recorded with the specific elements endorsed and any conditions. The Faculty Council recommendation is transmitted to the VPAA within five working days of the vote.
6. The VPAA prepares the Presidential submission and the PUC application. On Presidential approval, the VPAA submits to the PUC. The Dean is involved in all PUC review interactions. On PUC approval, the program is entered in the Curriculum Registry and the full launch process begins.

Curriculum Modification - Submission and Processing

1. The proposer identifies the modification and its classification level using the table in Article 4, and submits the modification proposal to the appropriate approval body. Where the proposer is uncertain of the classification, they submit to the VPAA for a classification determination before proceeding.
2. Administrative modifications: the proposer submits to the Registrar with a brief description of the change and the rationale. The Registrar enters the change in the Curriculum Registry and notifies the Dean and VPAA.
3. Minor modifications: the proposer submits to the Dean with the course or program details, the change proposed, and the rationale. The Dean approves and notifies the Registrar (for Registry update) and the Faculty Council Secretary (for notification at the next meeting).
4. Moderate modifications: the proposer submits to the Faculty Council Curriculum and Academic Standards Committee with supporting documentation including an impact assessment. The Committee reviews and the full Faculty Council votes. The approved modification is submitted to the VPAA for endorsement and implementation.
5. Major modifications: the proposer submits a full modification proposal to the Dean for endorsement, then to the Faculty Council for binding recommendation, then to the VPAA for endorsement, then to the President for approval. PUC submission follows where required. Registry update occurs on PUC confirmation.
6. All modifications are logged in the Curriculum Registry within five working days of final approval. The Faculty Council is notified of all Registry updates at its next regular meeting.

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Curriculum Development & Program Review Policy	Effective Date	14/06/2026
	Category	Academic	Last Review date	
	Policy Number	ACA-004	Next Review date	14/06/2029
	Responsible Entity	Vice President for Academic Affairs	Approved By	President

Five-Year Program Review - Cycle Management

1. Twelve months before a program's scheduled review year, the VPAA notifies the Dean that the review is upcoming and identifies the review components that will be needed. The Dean constitutes the Program Review Committee within four weeks of notification.
2. Six months before the review, the Dean's office compiles the self-study data package, all quantitative data sources listed in Article 6.2, and distributes it to the Program Review Committee. The Committee begins analysis and identifies information gaps to be filled.
3. Four months before the review, the VPAA appoints the external reviewer in consultation with the Dean. The external reviewer receives the draft self-study at least six weeks before their site visit or virtual review.
4. The Program Review Committee finalizes the self-study report incorporating the external reviewer's written report. The report and action plan are submitted to the Faculty Council within 30 working days of receiving the external reviewer's report.
5. The Faculty Council reviews and endorses the report and action plan within one meeting cycle. The endorsed documents are submitted to the President and filed in the Accreditation Evidence File. Implementation monitoring begins immediately.
6. The VPAA updates the five-year review schedule following each completed review, confirming the next review date for the program and any interim monitoring trigger that the review results have established.

Annual Program Monitoring Cycle

1. By 1 October each year, the VPAA distributes the Annual Program Monitoring Report template to all Deans, with the completion deadline of 30 November and submission instructions.
2. Program faculty and the Dean compile the monitoring data from the Registrar (enrolment, retention, graduation), the annual assessment summaries (PLO results), and the action plan tracker (implementation status).
3. Completed Annual Program Monitoring Reports are submitted to the VPAA by 30 November. The VPAA reviews all reports by 31 December and prepares a consolidated monitoring summary for the Faculty Council Assessment Committee and the Board Academic Affairs Committee.
4. The Faculty Council Assessment Committee reviews the consolidated monitoring summary at its first meeting of the following semester. Where the summary identifies a program with a significant decline in enrolment, PLO achievement, or financial sustainability, the Committee advises the VPAA on whether an interim review or Dean-led improvement plan is warranted.

President Signature

Signature: _____ Date: _____