

ADDING NEW COURSE(S)

Background: As an innovative school that aims to offer a state-of-the-art curriculum, Kenan-Flagler supports the addition of cutting-edge courses. Accordingly, we encourage new courses in the school that provide students with knowledge and skills appropriate to an ever-changing business environment. Coupled with this commitment to dynamism, however, is our recognition that new courses must meet critical school needs, carry a high degree of rigor and avoid overlapping with existing courses.

General Requirements for New Courses: As a general rule, for a Program or an Area to add a new course, there needs to be an advance review, written documentation in support of the course(s), notice to and consultation with all interested parties, and formal written approval by the Senior Associate Dean. (By virtue of its unique needs and requirements, the Ph.D. Program shall not be covered by this policy.)

Protocol for New Course

- 1 Who May Recommend a New Course: Any faculty member, Area, or Program may recommend the addition of a new course.
- 2 New Course(s): First Established on Proposed Basis: Unless designated as a Regular Course by the Dean or Senior Associate Dean for good cause, any new course(s) shall first be designated as a "Proposed New Course (PNC)" and established on an experimental basis. PNCs shall be specially listed by the Program(s) in which they are taught according to each Program's protocol for course listing. In no instance may a course be offered for more than two academic years on a proposed basis without being approved through the formal process set forth in this policy. Where time is of the essence, the Senior Associate Dean may immediately approve – on a one-time, temporary basis – the addition of a Proposed New Course.
- 3 Requirements for Proposed New Courses: To add a new course, the person or group proposing the course shall submit in writing a proposal that sets forth:
 - a. The need for such a course, including a discussion of any similar courses (or course content) currently offered and why such courses do not meet existing needs.
 - b. Where similar courses exist, the applicant should certify that he or she consulted with the faculty who teach the course(s) and has determined that no significant overlap in course material exists. (Where there is significant overlap, the Area Chairs and relevant Program Directors shall be consulted to determine whether they object to having similar courses taught at KFBS.)
 - c. If known, the name of the person proposed to teach the course and a resume from that person.

- d. A summary of the key topics to be addressed in the course along with a list of key readings likely to be used. If possible, a draft syllabus for the course, including topics to be covered and readings to be assigned should be included.
 - e. A suggested Area to house the course.
- 4 Written Proposals for Proposed New Courses to be Circulated Among Dean's Office, Areas, Programs and KFBS Faculty: Written proposals for new courses shall be shared with the Senior Associate Dean and all Areas and Programs within KFBS. In addition, a summary of the proposal shall be circulated to all KFBS faculty. All parties shall have two weeks to submit any comments or objections. Objections not filed within two weeks need not be considered. In the event that no objections are received and the Senior Associate Dean approves, the new course shall be assigned a course number and shall be identified as a Proposed New Course (PNC).
- 5 Procedure for Objections to PNCs: In the event of an objection, the person or group proposing the new course shall consult with the objector to attempt to resolve the objection. Where the objection cannot be resolved, the Senior Associate Dean shall be consulted and may, in his or her discretion, (a) overrule the objection and add the course or (b) put the course on the agenda for discussion and faculty vote if he or she thinks the issues raised in the objection are significant.
- 6 Moving Courses From PNC to Regular Status: In the event that the applicant for a new course wishes to move it from PNC to Regular status, the applicant shall circulate to the Senior Associate Dean, all Areas, all Programs and KFBS faculty a written request to designate the course as having Regular status. In the request, the applicant shall certify that the following guidelines have been met:
- a. The course does not significantly overlap with any other course at KFBS,
 - b. The course has met minimum attendance requirements established by the Senior Associate Dean,
 - c. The applicant has attached a vita of the instructor in the course and summaries of his or her course evaluations,
 - d. The applicant has attached a syllabus for the course.
- 7 Procedures for Objections to Designation of Regular Course Status: The same procedures for objections shall apply to moving a course from PNC to Regular status as apply to establishing the course as PNC.
- 8 Course Content and Other Issues Between Areas and Programs: Because Programs and Areas share a mutual interest in the content and quality of courses, thoughtful collaboration between the two groups is essential in establishing new courses. In the event that disagreements arise as to staffing, content, or any other aspect of a new course, the Senior Associate Dean shall mediate between the groups. Given that the faculty expertise for courses generally resides in the Areas and that the Area Chairs are best situated to identify

and meet the demands of the various Programs at KFBS, the Area Chairs, subject to approval by the Senior Associate Dean, shall have the authority to decide which faculty will teach courses in the different Programs. In the event that a Program objects to the assignment of a particular faculty member to teach a course, it shall have the right, subject to approval by the Senior Associate Dean, to veto the assignment and request the appointment of a different faculty member.

- 9 Staffing New Courses: It is the responsibility of Areas to hire faculty to teach courses under their jurisdiction. Accordingly, Programs that seek new courses should request the appointment of faculty by the appropriate Areas to teach the needed courses rather than hire faculty themselves. Areas are strongly encouraged to cooperate with Programs in staffing new courses. In the event that an Area declines to appoint a faculty member to cover the requested course, the Program, subject to approval by the Senior Associate Dean, may hire an adjunct faculty member to teach the new course.
- 10 "Dormant" Courses: In some instances, Regular courses may have not been taught for several years. After a period of three years or more in which a course has not been taught, the course shall be considered "dormant" and shall require the approval of the Senior Associate Dean, in consultation with the Area Chair and the Program Director in which the course is to be taught, to continue the course.
- 11 Effective Date of Policy: This policy shall be considered in effect for courses begun after the policy's approval by KFBS faculty.

Written Records to be Kept: In all instances of new courses added to the KFBS curriculum, the Senior Associate Dean shall maintain a written record of the written proposals and actions taken with respect to the new courses. No new course may be added to the curriculum that has not been approved through this protocol.