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## EXECUTIVE SUMMARY

Established in 1959, the College of Business Administration (CBA) at King Saud University (KSU) is the most prominent business school in the Kingdom of Saudi Arabia. CBA has educated many outstanding business professionals, entrepreneurs, and political leaders in Saudi Arabia and in the Middle East region.

Parallel to the new Vision (2030) of KSU, CBA has developed its Strategic Plan for the period of 2011–2016. The CBA's Strategic Plan 2011–2016 has been developed following assessment of the external and internal environments and wide-consultation with all stakeholders over a two year period. Since strategy formulation is an organization's process of developing a vision and mission statements; establishing long-term goals and objectives; and defining appropriate strategic initiatives, metrics, and timeframe; the process provides directions for decision-making and allocating institutional resources effectively. In this context, the Strategic Plan of CBA has been developed in a systematic process. The plan has six strategic areas of thrust: (1) education, (2) research, (3) faculty and staff, (4) partnerships, (5) resources, and (6) accreditation. CBA pledges to pursue and realize each of these strategic areas of thrust during the period 2011–2016.

The plan will be implemented through a multidisciplinary and an integrated systems approach with the active involvement of all the departments of the college and its stakeholders. Additionally, CBA has a tradition of reviewing its mission regularly, once every two years. Since the review process involves its stakeholders, it incorporates their opinions and perspectives in the plan.

## BACKGROUND: KING SAUD UNIVERSITY

King Saud University (KSU), one of the premier institutions of higher education in the Kingdom of Saudi Arabia, was established in 1957. The university is a public institution that offers a broad range of both undergraduate and postgraduate programs in the fields of humanities, natural and health sciences, and community services. KSU includes 23 colleges and offers more than 450 programs, 66% of which are at the graduate level. There are also 12 central supporting deanships. The university currently has 63,068 students and 5,149 academic staff, who come from 42 different countries.

KSU is ranked among the global universities—a genuine indication of its rising international reputation. In 2010, KSU received recognition from notable international academic ranking agencies: 1<sup>st</sup> place in the Arab world, 18<sup>th</sup> in Asia, and 186<sup>th</sup> globally according to Webometrics; 200<sup>th</sup> globally by Times Higher Education-Quality Standard (QS); and 261<sup>st</sup> in the Shanghai Jiaotong ranking.

Within the framework of higher education in Saudi Arabia, the Council of Higher Education is the supreme governing body of all universities and higher education institutions. The council is responsible for approving the establishment of new institutions, academic units, and programs at any given institution. The university rector (equivalent to the president of an American university), is appointed by the King of Saudi Arabia. Within the university, the University Council is the supreme governing body, which is chaired by the minister of higher education. Vice rectors (equivalent to the vice-presidents of an American university) are appointed by the Higher Education Council.

The College of Business Administration (CBA) was founded in 1959. Since then, CBA has educated many prominent business professionals, entrepreneurs, and political leaders in Saudi Arabia and in the Middle East region. At CBA, the dean is the chief academic officer, who is appointed by the minister of higher education upon the recommendation of the rector of the university. Four vice deans assist the dean. The College Council is the major decision-making body, assisted by the department councils of each department in the college. The College Council is composed of the dean; vice deans; Chairs of all departments; and three faculty representatives, one of whom is a member of the University Scientific Council. Many operational aspects of CBA are centralized and funded at the university level.

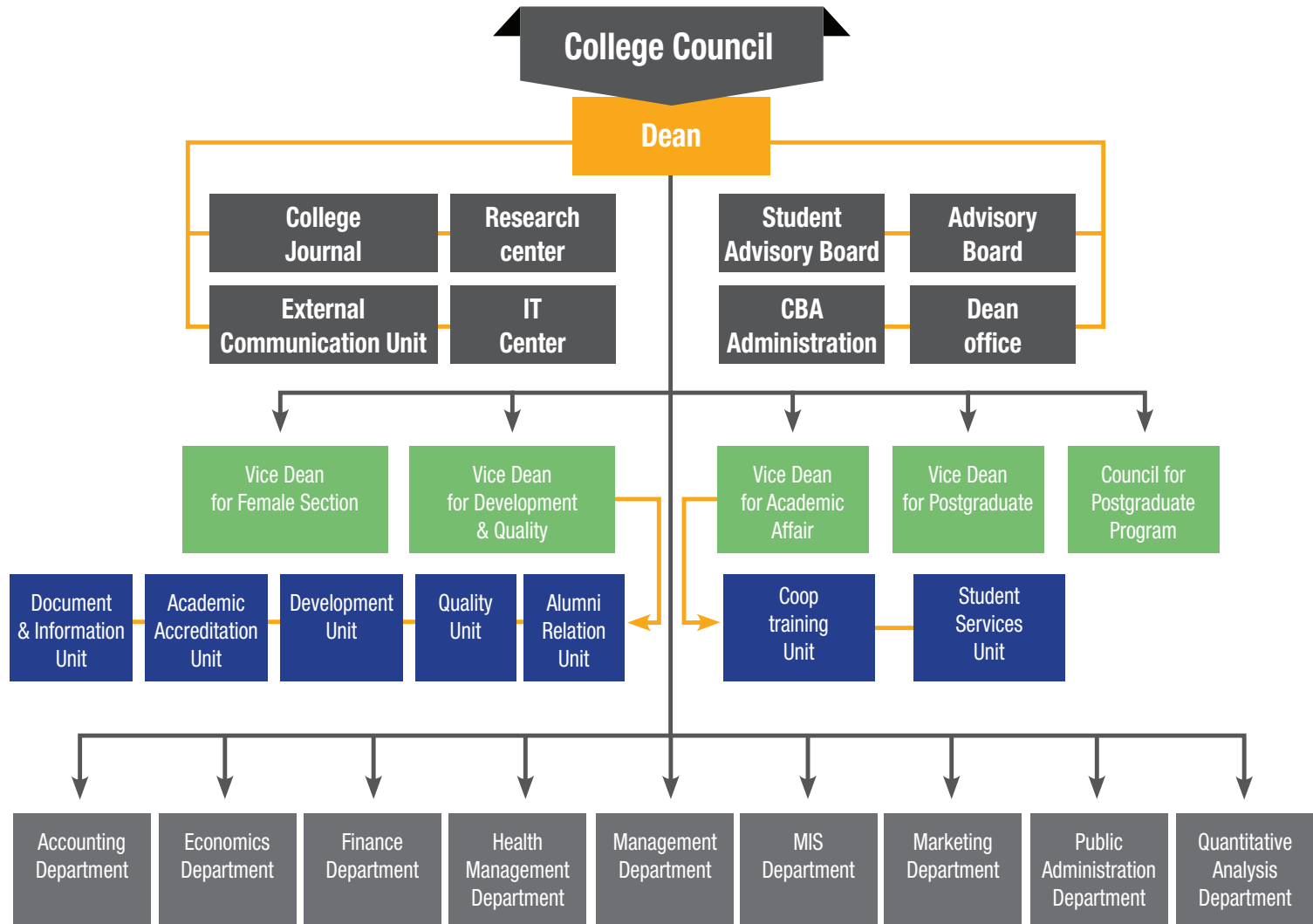
CBA programs reflect the mission of the college and the needs of its stakeholders. CBA encourages and supports achievement by all its students. Its dedicated learning support resources create a distinctive learning environment in the college. Additionally, CBA is committed to offering effective educational programs to aspiring mid-career business professionals at the graduate level. The graduate programs offered at CBA are very competitive and have established stringent admission criteria in order to identify and select only committed students with high potential for advanced study.

The program offerings of CBA include bachelors, masters, and doctoral level degrees. The student body at CBA benefits from a nurturing conducive learning environment supported by excellent physical infrastructure and highly advanced technological facilities. Students are aided by an interactive open forum to express their views and grievances to the administration. An e-portal has been created and professionally managed to discuss issues related to academics at the college; this portal serves as a major forum for student interaction, and at any given point in time, 100 or more students are discussing academic matters therein. The e-portal provides extensive help to the administration to understand and monitor student views, opinions, and grievances effectively and to understand the strengths and weaknesses of faculty members in their continuous efforts to deliver course materials effectively in the classrooms.

The governance structure of CBA comprises the dean; the chief academic officer, who is appointed by the minister of higher education upon the recommendation of the rector of the university; four vice deans who assist the dean; and the Chairs of individual departments, who manage the academic operations of their departments. The College Council is the major decision-making body, assisted by the department councils of each department in the college. The College Council is composed of the dean, vice deans, Chairs of all departments, and three faculty representatives, one of whom is a member of the University Scientific Council. The organizational chart of CBA is given here:

# COLLEGE OF BUSINESS ADMINISTRATION

## College of Business Administration Organization Structure





## PART 1: INTRODUCTION OF THE STRATEGIC PLAN

The Strategic Plan outlines the overall direction for creating the desired future of the College of Business Administration (CBA) at King Saud University (KSU). The strategic framework outlined in this plan defines where CBA is heading, and why it does so. The plan includes the vision, mission, core values, goals, and objectives of the college. CBA has a tradition of regularly reviewing its vision and mission, and, as such, strategic planning. The fundamental intent of this process is to combine academic excellence with commitment to innovation, quality, and service so that CBA becomes the best among its peers, both nationally and internationally. CBA has, thus, developed this Strategic Plan for the period 2011–2016.

### The Strategic Planning Process

Generally, strategic planning is carried out every five years. The first step in the planning process is the review of the existing mission statement. Since strategy formulation is an organization's process of developing vision and mission statements; establishing long-term goals and objectives; and defining appropriate strategic initiatives, metrics, and timeframe; the process provides directions for decision-making and allocating institutional resources effectively. In this context, the Strategic Plan of CBA has been developed in a systematic process. The plan has six strategic areas of thrust: (1) education, (2) research, (3) faculty and staff, (4) partnerships, (5) resources, and (6) accreditation.

- 1. Education:** CBA's approach to education stresses the depth and rigor of discipline-specific study, which drives and informs the breadth of its curriculum. It encourages its students to explore their field of study deeply, in the sense of real-world relevance combined with an array of skills, such as effective communication, critical thinking, and problem solving. In addition, CBA aims at rigorous academic programs, extracurricular enrichment, and personal and professional development of students. CBA plans to continue its commitment to maintain a distinctive academic environment.
- 2. Research:** CBA is committed to conducting profound research that contributes to the advancement of business knowledge and practices. The college encourages its faculty members to produce intellectual contributions of high quality. CBA recognizes and celebrates intellectual contributions by its faculty members that create new knowledge, strengthen its scholarly environment, or find practical solutions to business, organizational, and community-related problems. Such recognition offers guidelines for faculty hiring and resource allocation. Its current and potential faculty shall know CBA's research priorities. In addition, the college encourages research collaboration and dissemination of research interest among its faculty members. Financial and technical support, internally and externally, are made available and easily accessible to the college faculty.
- 3. Faculty and Staff:** Faculty and staff are the major resources of the college. CBA places great emphasis on recruiting, training, developing, and retaining highly qualified faculty and staff. This will result in continuous improvement across the different activities of the college, which include teaching, research, and community service.

## PART 1: INTRODUCTION OF THE STRATEGIC PLAN

4. **Partnerships:** CBA is aware that academic and industry partnerships bring a lot of great ideas and opportunities to its faculty and students. Such partnerships can transform students' learning experiences and awareness of global issues, facilitate faculty engagement in research, and ease the transfer and use of technology and innovation. CBA is therefore ardent on building and strengthening strategic partnerships with academic and professional organizations, as well as other organizations at local and global levels.
5. **Resources:** The government mainly funds CBA as one of the colleges in the KSU system—a public university. The university allocates adequate financial, physical, human, and technological resources to the CBA. The resource allocation is important for the college's stability at the operational level; however, expanding the resource base would enable CBA to leverage its strength for continuous excellence. CBA, therefore, places a great deal of importance on exploring new funding channels and expanding its current funding resources.
6. **Accreditation:** Since academic accreditation is a way of confirming quality, accountability, and transparency, CBA is eager to confirm its adherence to these values by attaining accreditation from national and international accreditation bodies that are relevant to business schools.

### The CBA Vision

To be a leader in business education and research that contributes to building a knowledge-based economy.

### The CBA Mission

The mission of CBA is “to create a distinctive educational environment to prepare business professionals and leaders with international perspectives, to conduct profound research that contributes to the advancement of business knowledge and economic development, and to build effective partnerships with local and global communities.”

### The CBA Core Values

- Excellence
- Transparency
- Team Spirit
- Accountability
- Responsiveness

# CBA STRATEGIC GOALS AND OBJECTIVES

The following are the strategic goals and objectives of CBA as specified in the Strategic Plan 2011–2016:

## Education

**Goal: Establish and maintain an environment that ensures a high quality of business education at CBA.**

Objective 1: Select highly competent students into its programs

Objective 2: Enhance academic programs and teaching practices that are in line with both international academic standards and market/stakeholder needs

Objective 3: Provide students with adequate support services and opportunities for participating in extracurricular activities

## Research

**Goal: Conduct profound research to contribute to the advancement of business knowledge and practices.**

Objective 1: Support quality research and maintain an active research culture at CBA

Objective 2: Encourage and facilitate the production of high quality scholarly output through optimal utilization of internal and external research resources available to CBA members

## Faculty and Staff

**Goal: Recruit, develop, and retain outstanding faculty and excellent staff to improve the teaching, intellectual contribution and service effectiveness of the college.**

Objective 1: Recruit, recognize, and retain outstanding national and international faculty members and staff

Objective 2: Develop skills of faculty members in teaching and research and job-skills of staff members in variety of administrative areas

# CBA STRATEGIC GOALS AND OBJECTIVES

## Partnership

**Goal: Build and strengthen strategic partnerships with business communities, professional organizations, and other constituencies at the local and international levels.**

Objective 1: Build strategic partnerships with the business communities and leading business schools and involve them in all CBA activities

Objective 2: Enhance the CBA's outreach relationship with alumni and involvement in related communities

Objective 3: Brand the CBA's image as a leading business school in the local and global communities

## Resources

**Goal: Expand and maintain adequate resources to help achieve the CBA's mission.**

Objective 1: Generate more resources from internal and external sources

## Accreditation

**Goal: Attain and maintain accreditation from reputable national and international accreditation bodies and professional organizations.**

Objective 1: Attain academic accreditation from both national and international accreditation bodies

## STRATEGIC OBJECTIVE-SPECIFIC INITIATIVES OF THE COLLEGE

### 1. **Select highly competent students into its programs**

Initiative 1: Maintain and apply robust criteria that ensure the admission of high-quality students

Initiative 2: Maintain diversity in the CBA student body

### 2. **Enhance academic programs and teaching practices that are in line with both international academic standards and market/stakeholder needs**

Initiative 1: Conduct a market-need analysis to find out the competencies required by students

Initiative 2: Periodically review, update, and develop academic programs

Initiative 3: Communicate clearly to all faculty members regarding the CBA's academic expectations in teaching

Initiative 4: Communicate to all students regarding the CBA's expectations of their learning and academic performance

Initiative 5: Increase the use of technology in teaching and learning

Initiative 6: Use effective and innovative teaching methods such as case studies, business simulation games, role-playing, cooperative learning, and group projects

### 3. **Provide students with adequate support services and opportunities for participating in extracurricular activities**

Initiative 1: Enhance services offered at student services unit to provide academic advising, social and psychological counseling, career-planning advice, and placement services to all students

Initiative 2: Maintain a high standard of student services, including catering, photocopying and printing facilities, IT services, and information resources

Initiative 3: Enhance the extracurricular programs in the following areas: social, sports, intellectual, cultural, and community and environment

### 4. **Develop and support a more active research culture at the CBA**

Initiative 1: Make research a priority emphasis at the CBA

Initiative 2: Encourage and publicly recognize research contributions

Initiative 3: Reward the overall research achievements of individual researchers

Initiative 4: Provide incentives for faculty and students to be actively engaged in research

Initiative 5: Balance the time and load of faculty members between teaching, administrative responsibilities, and research to increase research output

Initiative 6: Ensure that each department is developing a research plan

Initiative 7: Support and promote research collaboration at interdisciplinary levels, between faculty members and graduate students, and within departments

**5. Encourage and facilitate the production of high quality scholarly output through optimal utilization of internal and external research resources available to CBA members**

Initiative 1: Increase the quantity of publications in peer-reviewed journals (PRJs) annually

Initiative 2: Designate a distinctive award for publication in high-impact journals

Initiative 3: Enforce the policy that requires doctoral-level students to publish at least one research article in a peer-reviewed journal before graduation; and encourage master's level students to do so

Initiative 4: Maximize the number of worthy proposals submitted for external funds and grants

Initiative 5: Ensure that the financial resources of the CBA Research Center are allocated to the most promising research proposals

Initiative 6: Provide both monetary and non-monetary support for all scholarly activities

Initiative 7: Reward all distinguished intellectual contributions other than publications in journals

Initiative 8: Solicit organizations to sponsor new research chairs

Initiative 9: Identify the available research grants and encourage faculty members to benefit from those grants

**6. Recruit, recognize, and retain outstanding national and international faculty members and staff to achieve CBA's goals in education, research and services**

Initiative 1: Appointing distinguished new faculty members annually

Initiative 2: Invite professionals and practitioners to participate in teaching at the CBA

Initiative 3: Appointing outstanding graduates as teaching assistants (TAs) in each department in the college annually

Initiative 4: Increase staff members every year until the achievement of desired level of service satisfaction.

Initiative 5: Assess the level of faculty and staff satisfaction

Initiative 6: Establish a mechanism to reward outstanding teaching, research, and service performance

**7. Develop skills of faculty members in teaching and research and job-skills of staff members in variety of administrative areas**

Initiative 1: Motivate faculty members to attend conferences yearly

Initiative 2: Encourage faculty members to attend training sessions yearly

Initiative 3: Encourage staff members to attend training sessions yearly

## STRATEGIC OBJECTIVE-SPECIFIC INITIATIVES OF THE COLLEGE

### **8. Build strategic partnerships with the business communities and leading business schools and involve them in all CBA activities**

Initiative 1: Involve business leaders and alumni on the CBA Advisory Board

Initiative 2: Involve the business community and alumni on departmental advisory boards

Initiative 3: Invite business/industry leaders to the CBA to actively participate in curriculum review and design, as guest lecturers, in other co-curricular activities, and in scholarly activities

Initiative 4: Create an “idea café” to discuss topical issues with organizations, faculty members, and students

Initiative 5: Expand local organizations’ role in sponsoring CBA events

Initiative 6: Establish institutional strategic partnership with leading business schools to facilitate the exchange of knowledge

Initiative 7: Increase collaboration with national and international business schools in conducting distinguishing research

Initiative 8: Exchange students with selected international business schools

Initiative 9: Develop agreements with selected international business schools for faculty exchange programs

Initiative 10: Develop joint programs with international business schools

### **9. Enhance the CBA’s outreach relationship with alumni and involvement in related communities**

Initiative 1: Increase job placement and on-campus recruiting

Initiative 2: Increase CBA participation in local and regional exhibitions, tradeshow, and other business events

Initiative 3: Provide professional training, executive education, seminars, and consultation to the business and other communities

Initiative 4: Increase CBA participation with other communities, including local schools, to spread knowledge about business education and entice good high school graduates to consider business education as a future career

Initiative 5: Create, update, and enrich the CBA Alumni Database

Initiative 6: Involve alumni in CBA academic activities

Initiative 7: Disseminate CBA publications to alumni and friends

Initiative 8: Involve CBA alumni to facilitate the relationship of the CBA with their organizations

Initiative 9: Encourage CBA alumni members to provide financial and advisory support to CBA activities

### **10. Brand the CBA's image as a leading business school in the local and global communities**

Initiative 1: Expand the visibility of the CBA centers, programs, and activities to the community

Initiative 2: Encourage CBA faculty members to participate in the public media

Initiative 3: Participate in national and international conferences, workshops, seminars, etc.

Initiative 4: Enhance the CBA image through various promotional products and activities

### **11. Generate more resources from internal and external sources**

Initiative 1: Seek donations from businesses and other organizations to increase CBA's resource base

Initiative 2: Solicit donations from selected CBA alumni

Initiative 3: Generate additional revenue through organizing business seminars, conferences, workshops, and executive educational opportunities

Initiative 4: Provide consultation to businesses to enhance the college's income

Initiative 5: Research projects with business community

Initiative 6: Approach the central administration of the university to get an increase in the annual budget of the CBA

### **12. Attain academic accreditation from both national and international accreditation bodies**

Initiative 1: Appoint committee(s) for preparations for NCAAA accreditation

Initiative 2: Allocate adequate funds and resources for the completion of the project

Initiative 3: Assign tasks to committee members with set deadlines

Initiative 4: Apply for eligibility to initiate programmatic accreditation from the NCAAA

Initiative 5: Conduct a programmatic self-study to identify gaps in order to improve the academic deficiencies

Initiative 6: Form a Committee called AACSB Accreditation Committee with dedicated CBA members

Initiative 7: Allocate adequate funds and resources

Initiative 8: Obtain pre-accreditation eligibility from AACSB

Initiative 9: Prepare a standards alignment plan (SAP) and submit it to AACSB with the help of the mentor

Initiative 10: Work with a peer-review team (PRT) to improve academic processes based on the PRT's recommendations



## GENERAL IMPLEMENTATION GUIDELINES

The strategic management process of an organization does not end with the strategy formulation phase alone. Implementation of the strategy is the most crucial phase of strategic planning because there must be a translation of strategic thought into strategic action. Moreover, successful strategy formulation does not guarantee successful strategy implementation. Having understood this concept clearly, CBA has pledged to implement the plan through the direct supervision of the vice dean for quality and development under the directions of the dean of CBA.

The plan will be implemented through a multidisciplinary and integrated system approach with the active involvement of all of the departments of the college and its stakeholders. In order to help guide and support the implementation of the plan, a task force that consists of committed staff, faculty members, and representatives from the current student body and community has been established for each objective in the plan. An external consultant may be hired, or some of the tasks pertaining to the achievement of some objectives in the plan may be outsourced when it is deemed necessary.

Furthermore, periodical reports will be generated and forwarded to department heads, educational administrators, and leaders of the college for their further action and continuous improvement initiatives. It has been made clear that the implementation process will be strictly carried out as per the set timelines, targets, key performance indicators (KPIs), and so on. CBA has also decided to have a mass communication session with all staff, employees, and other stakeholders every six months in order to update them on achievements and progress and get their feedback on the implementation of the plan.

**1. A. Correlation of KSU and CBA Vision Statements:**

The KSU vision “to be a world class university and a leader in building the knowledge society” coincides with the CBA’s vision, which is “to be a leader in business education and research that contributes to building knowledge economy.” Both vision statements concentrate on leadership in knowledge building. But CBA’s vision is concerned with its specific field of knowledge, which is business and economics.

**1. b. Correlation of KSU and CBA mission Statements:**

The mission of KSU is “to provide distinctive education, produce creative research, serve society and contribute in building the knowledge economy and community through learning, creative thinking environment, the optimal use of technology and effective international partnership.”

At the same time, the mission of the CBA speaks about “to create a distinctive educational environment to prepare business professionals and leaders with international perspectives; to conduct profound research that contributes to the advancement of business knowledge and economic development; and to build effective partnerships with local and global communities.”

These two missions are correlated in their aspects as shown in table 1.1:

**Table 1.1 Correlations of KSU and CBA Mission Statements**

Aspects	KSU Mission	CBA Mission
<b>Education</b>	Providing distinctive education	Creating a distinctive educational environment
<b>Research</b>	Producing creative research	Conducting profound research
<b>Social responsibility</b>	Serving society	Preparing business professionals and leaders with international perspectives
<b>Knowledge</b>	Building the knowledge economy and community through learning	Advancing business knowledge and economic development
<b>Technology</b>	Using technology optimally	Creating a distinctive educational environment
<b>Partnerships</b>	Building effective international partnership	Effective partnership with local and global communities

Correlation of Strategic Objectives:

a. KSU Strategic Objectives:

The KSU plan has 9 strategic objectives to support its mission, as shown in Table 1.2:

Table 1.2: KSU Strategic Objectives

No.	Strategic Objectives	Description
1	Good in everything, great in focus areas	Advance in international ranking through strengthening our comprehensive university with academic areas of research and teaching excellence
2	Distinctive faculty	Attract and develop distinctive faculty
3	Less is more	Achieve needed quality by reducing KSU's student volume, increasing the share of graduate students and raising entry requirements
4	Stronger graduates	Enable KSU students to learn hard and soft skills through their academic life
5	Building bridges	Build bridges internally within KSU and externally with local and international groups
6	Supporting learning environment	Create an engaging environment at KSU for faculty, students, and staff
7	Sustainable future	Build KSU's endowment and diversity sources with the government
8	Flexibility and accountability	Create a performance contract with the government
9	Organizing for purpose	Establish an organization and governance that support KSU's mission

## PART 2: CORRELATION OF CBA STRATEGIC PLAN WITH KSU PLAN

### b. Mapping CBA Strategic Objectives with KSU Objectives:

#### Strategic objectives and initiatives

##### The diagnostic points to nine strategic objectives to support KSU's mission

#### KSU's mission

To provide distinctive **education**, prosume creative **research**, serve **society** and contribute in building the **knowledge economy** and community through learning, creative thinking **environment**, the optimal use of **technology** and effective international **partnership**

#### 1 Good everywhere; great in focus areas

Advance in international ranking through Strengthen our comprehensive university with academic areas of research and teaching excellence

#### 2 Distinctive faculty

Attract and develop distinctive faculty

#### 3 Less is more

Achieve quality needed through reducing KSU's student value, increase the share of graduate students and raise entry requirements

#### 4 Stronger graduates

Enable KSU students to learn hard and soft skills throughout their academic life

#### 5 Building bridges

Build bridges internally within KSU and externally with local and international groups

#### 6 Supportive learning environment

Create an engaging environment at KSU for faculty, students, and staff

#### 8 Flexibility and accountability

Create a performance contract with the government

#### 7 Sustainable future

Build KSU's endowment and diversify sources of funding

#### 9 Organizing for purpose

Establish an organization and governance model that support KSU's mission

The CBA is a circle in KSU's chain of identities. Accordingly, the CBA's strategic objectives have been established to be parallel with those of KSU. Table 1.3 shows how each CBA strategic objective intersects with a KSU strategic objective.

## PART 2: CORRELATION OF CBA STRATEGIC PLAN WITH KSU PLAN

Table 1.3: Mapping of CBA's strategic objectives with KSU's7 objectives

KSU OBJECTIVES										
CBA OBJECTIVES		(1) Good in everything great in something	(2) Distinctive faculty	(3) Less is more	(4) Strong graduates	(5) Building bridges	(6) Supportive learning environment	(7) Sustainable future	(8) Flexibility and accountability	(9) Organize for purpose
	1) Select highly competent students into its programs				*					
	2) Enhance academic programs and teaching practices that are in line with both international academic standards and market/ stakeholder needs			*	*					
	3) Provide students with adequate support services and opportunities for participating in extracurricular activities				*		*			*
	4) Develop and support a more active research culture at the CBA						*			*
	5) Encourage and facilitate the production of high quality scholarly output through optimal utilization of internal and external research resources available to CBA members	*			*		*			*

## PART 2: CORRELATION OF CBA STRATEGIC PLAN WITH KSU PLAN

6) Recruit, recognize, and retain outstanding national and international faculty members and staff to achieve CBA's goals in education, research and services	*	*		*		*	*		*
7) Develop skills of faculty members in teaching and research and job-skills of staff members in variety of administrative areas	*			*		*			*
8) Build strategic partnerships with the business communities and leading business schools and involve them in all CBA activities	*				*				*
9) Enhance the CBA's outreach relationship with alumni and involvement in related communities	*				*				
10) Brand the CBA's image as a leading business school in the local and global communities		*		*	*				
11) Generate more resources from internal and external sources		*		*			*		
12) Attain academic accreditation from both national and international accreditation bodies		*		*				*	*

## PART 3: THE STRATEGIC PLAN STEERING COMMITTEE

An initial committee was formulated by the dean of the college from 10/06/1431 to 24/05/2010. In an effort to prepare for the Strategic Plan, the committee held seven consulting meetings in 2008. Those meetings were attended by select staff including both at senior and junior levels at CBA. Two other meetings were held with the most important external stakeholders, including the CBA Advisory Board members, industry leaders, Ministry of Business and Industries officials, Ministry of Higher Education senior officials, the Saudi Chamber of Commerce, and some distinguished alumni of the CBA. Several more meetings were also held with members of the community, in which different people from a variety of social classes were represented. From those meetings a framework for the vision and mission was developed. Some major strategic ideas and objectives were also drafted during this time. Subsequently, the outcomes of this initial committee were used in the work of the current committee. The members of the initial committee were as follows:

1. Dr. Ahmed Salim Al-Aameri (Dean) (Chair)
2. Dr. Sulaiman A. Al-Hudhaif (Vice Dean for Quality & Development) (Vice-Chair)
3. Dr. Mazen Faris Rashid (Vice Dean for Graduate Studies & Research) (Member)
4. Dr. Doha Saleh (Vice-Dean for Girls Affairs)
5. Dr. Hamad Al-hoshan (Vice-Dean for Academic Affairs)
6. Dr. Firas M. Khaldi (Head of Quality Unit) (Member)
7. Dr. Sundaram Nataraja (Head of Accreditation Unit) (Member, Recorder)
8. Mr. Waleed Idris Abdulqayum (Assigned Secretary)

### **The Current Committee (Updated in May 2013):**

The Dean of the CBA formed the current Strategic Planning Committee on 14/05/2013. The members of the current committee are as follows:

1. Dr. Moaddi M. Almeth-hib (Dean) (Chair)
2. Dr. Mohammed Almoghawli (Vice Dean for Academic Affairs) (Member)
3. Dr. Abdullah M. Alharbi (Vice Dean for Quality & Development) (Member)
4. Dr. Khalid Al-Aiban (Vice Dean for Graduate Studies & Research) (Member)
5. Dr. Gazeal Al-Aisa (Vice Dean for female section) (Member)
6. Dr. Maher Badawi (Head of Quality Unit) (Member)
7. Dr. Sundaram Nataraja (Head of Accreditation Unit) (Member, Recorder)
8. Dr. Mahmoud A. Saleh (Head of Development Unit) (Member)

## PART 3: THE STRATEGIC PLAN STEERING COMMITTEE

The review process began in April 2012 by inviting different CBA stakeholders to visit the college's website, read its mission, and fill out a brief questionnaire. As a result, substantial suggestions were received from stakeholders pertaining to the scope and content of the CBA mission. The intent was to use these suggestions and feedback as a base for developing corresponding goals and objectives in the strategic planning context. As part of the process, a market-need survey was conducted to identify and understand the current business environment, both locally and globally, and its needs in terms of competencies and skills required in CBA graduates, as well as in the development of new academic programs and curricula. Valuable data and information were collected through this survey and incorporated in the strategic planning process. In addition, the CBA referred to a number of leading business schools' strategic plans as the study of best practices and to serve as points of reference to benchmark its Strategic Plan.

In May of 2012, CBA organized a workshop for its stakeholders. The CBA management team made sure that the stakeholders' population was well represented in this workshop. Invited individuals included: (1) administrative and educational managers at CBA and KSU; (2) the current student body; (3) CBA alumni, (4) senior managers and leaders from local businesses and industries; and (5) government officials. There were 96 participants in the workshop, which was organized in such a way as to enable active round-table discussions. Discussions that emerged in the round-table sessions were very productive and helped the college to review the previous mission and come up with three improved alternatives. These statements were then submitted to an ad hoc committee appointed by the dean to develop a unified and effective single mission, incorporating the major elements and important aspects raised and suggested by the CBA stakeholders. The new mission statement was then emailed back to the workshop participants in June 2012. Most of the participants voted in favor of the refined mission statement, while few (4 out of 81 respondents) suggested rephrasing the mission. Hence, the final version of the mission statement has been derived.

Following the summer break from July to August 2010, the review process was resumed in September 2010. The suggestions received from the workshop participants through emails were reviewed by the ad hoc committee. At this time, the CBA also had the opportunity to seek the opinion of its mentor assigned by the Association to Advanced Collegiate Schools of Business (AACSB) on the newly developed mission statement. In October 2010, when the mentor visited CBA to provide mentorship on its preparations for AACSB international accreditation, he guided the CBA in crafting its mission statement. The mentor's suggestions were taken in finalizing the mission statement. The final stage of the review process was the approval of the new mission by the College Council in early January 2011.



## PART 4: EXTERNAL AND INTERNAL ENVIRONMENTAL ASSESSMENT (SWOT ANALYSIS) OF CBA

The Strategic Planning Committee conducted a Strengths, Weaknesses, Opportunities, and Threat (SWOT) analysis upon carefully studying both the external and internal factors and elements that have affected the CBA in terms of education, research, students, services, and partnerships with communities and business schools in the last five years. The factors are as follows:

1. **Demographic changes** in the Kingdom of Saudi Arabia. According to 2010 Census, there was a large rise in the youth population (over 40% are below the age of 15), with a high youth unemployment rate despite the strong demand for highly skilled labor (30% of Saudi youth are unemployed) in the Kingdom (Saudi Census Bureau, 2010). Hence, there is a greater need to study the market needs and conduct a skill-gap analysis. CBA, as the business education provider, could help the community combat unemployment.
2. **Low Saudi school outcomes:** According to the Trends in International Math and Science Study (TIMSS) that was held in 2007, the eighth-graders in Saudi Schools were ranked 62nd out of 64 countries being studied. Additionally, Saudi Schools ranked 51st out of 56 countries in science, and 80% of Saudi eighth-graders showed “little to no math skill” in TIMSS. This clearly warrants an urgent solution for the young citizens in the country.
3. **A paradigm shift:** There was a paradigm shift in the economy from oil dependency to non-oil economic sectors. More businesses are emerging in the non-oil sector in order to compete with other economies.
4. **Support for the higher education sector:** The support is remarkably augmenting. Evidently, the current 2012–2013 budget of the kingdom has been extraordinarily important for higher education growth in the kingdom.
5. **National policy focus:** The national policy focus is on creating a knowledge-based economy. The leadership in the nation has a clear focus on creating a competitive, knowledge-based economy, which in turn creates demand for business education in the country.
6. **Competitive scenario:** The competitive scenario of higher education in the GCC region has been externally forcing universities and colleges in the kingdom to be quality oriented and have a distinctive competence and competitive advantage over their counterparts in the region.

## PART 4: EXTERNAL AND INTERNAL ENVIRONMENTAL ASSESSMENT (SWOT ANALYSIS) OF CBA

Along these lines, CBA has made a SWOT analysis; and the factors are given below:

Area	Internal Environment	External Environment
<b>Students</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Possible to recruit high caliber students</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Continued application of specific student admission criteria</li> <li>Attracting good students from inside and outside the Kingdom</li> </ul>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>CBA's location -Riyadh</li> <li>The most prestigious university in the Kingdom</li> <li>A substantial number of the College's graduates occupying senior level leadership positions in both the public and private sectors</li> <li>Openness to change and development</li> <li>Dealing with technology efficiently</li> <li>Achievement motives among all</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Student engagement in learning activities is minimal</li> <li>Students' English language skills needs attention</li> </ul>
<b>Faculty and Staff</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Cooperation agreements between KSU and a number of world universities</li> <li>Faculty training development</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Motivation and accountability</li> <li>Competitiveness in attracting faculty</li> <li>Acute shortage of female faculty</li> <li>Attractive opportunities for faculty outside the College</li> </ul>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>A substantial number of faculty members employed as consultants for a number of establishments in the management and economic fields</li> <li>Availability of prestigious academic authority figures in the College</li> <li>Diversity of nationalities, cultures, and educational backgrounds among faculty members at the College</li> <li>Largely body of competent faculty</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Shortage of doctorally qualified female faculty members in all the disciplines in the College</li> <li>Preoccupation of some faculty members outside the College and University</li> </ul>

## PART 4: EXTERNAL AND INTERNAL ENVIRONMENTAL ASSESSMENT (SWOT ANALYSIS) OF CBA

Area	Internal Environment	External Environment
<b>Curricula and Academic Programs</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• General tendency to expand higher education in the Kingdom</li> <li>• Interest from part of the leadership positions and the public in development in all fields</li> <li>• Increasing need for graduate studies programs in the various disciplines of the College</li> <li>• Pressing need for parallel education</li> <li>• Good reputation of CBA's graduate studies program in the job market</li> <li>• New programs can be developed</li> <li>• Programs can be development for community development</li> <li>• Programs can be developed for leadership development</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Motivation and accountability</li> <li>• Several other universities in the kingdom is growing</li> </ul>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Importance of the CBA's disciplines for the national economy and job market</li> <li>• A curriculum benchmark with what is available in other universities in the region and throughout the world</li> <li>• Continued upgrading of the curricula to keep up with global developments</li> <li>• Using English as the language of instruction</li> <li>• Use of technology in teaching</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Continuation of old-fashioned ways of teaching by some faculty members</li> <li>• Lack of continuous updating of the academic programs on the College's website</li> <li>• Inadequate distance-learning vessels at the College</li> </ul>

## PART 4: EXTERNAL AND INTERNAL ENVIRONMENTAL ASSESSMENT (SWOT ANALYSIS) OF CBA

Area	Internal Environment	External Environment
<b>Educational Environment and Infrastructure</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Economic stability and the growth of the business sector</li> <li>• The current economic and social developments in Saudi Arabia</li> <li>• Extensive growth and expansion in the various national economic sectors</li> <li>• Willingness on the part of the business community leaders to cooperate with the College and provide it with support in the development process</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Ability to find alternative adequate resources</li> <li>• Strong competitiveness the College is facing from current public, private, and foreign business administration colleges, in addition to those colleges that are expected to open after the liberalization of the higher education service sectors</li> <li>• Massive technological challenge in the area of educational programs, teaching methods, and the role of the Internet and the World Wide Web</li> </ul>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• University's support of the development plans</li> <li>• New College facilities and infrastructure</li> <li>• Availability of a young work force at the administrative level (College staff)</li> <li>• Proactive approach of the College Deanship to carry out development</li> <li>• Adequate student services</li> <li>• Adequate support staff</li> <li>• Adequate learning resources</li> </ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Total reliance on government funding and limitations of alternative resources</li> <li>• Implementation of the role of research centers and units and linking them to the community</li> <li>• Implementation of the role of the College Journal</li> </ul>

## PART 4: EXTERNAL AND INTERNAL ENVIRONMENTAL ASSESSMENT (SWOT ANALYSIS) OF CBA

Based on the SWOT analysis and the discussions, the most important strengths, weaknesses, opportunities, and threats may be stated as follows:

Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
<ol style="list-style-type: none"> <li>1. Support and commitment from KSU's administration to development plans</li> <li>2. A benchmark curriculum structure that is comparable—in most of the departments—to what is available in other universities in the region and throughout the world</li> <li>3. A largely competent faculty</li> <li>4. Openness to change and development</li> <li>5. Dealing with technology efficiently</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of relevant Arabic college-level books and references in certain disciplines and inadequacy or obsolescence of those that are available</li> <li>2. Total reliance on government funding and limitations of alternative resources</li> <li>3. Non-use of computers and the Internet in teaching and internal communication by some faculty members</li> </ol>	<ol style="list-style-type: none"> <li>1. Ability to apply international performance indicators and benchmarks regarding CBA's inputs, operations, and outcomes</li> <li>2. General tendency towards developing higher education technology</li> <li>3. Partnership agreements between KSU and a number of world universities</li> <li>4. Willingness on the part of the business community leaders to cooperate with the College and provide it with support in the development process</li> <li>5. A substantial number of the College's graduates occupying senior level leadership positions in both the public and private sectors</li> <li>6. Pressing need for parallel education</li> </ol>	<ol style="list-style-type: none"> <li>1. Massive technological challenge in the area of educational programs, teaching methods, and the role of the Internet and the World Wide Web</li> <li>2. Current competitiveness among universities in the Kingdom in attracting faculty members</li> <li>3. Attractive opportunities for faculty outside the College</li> <li>4. Ability to find sufficient additional resources</li> </ol>

## PART 4: EXTERNAL AND INTERNAL ENVIRONMENTAL ASSESSMENT (SWOT ANALYSIS) OF CBA

### GAP ANALYSIS:

A gap analysis was made in early 2012 to align the quality CBA with the 21 standards of AACSB Accreditation. The analysis results are given below:

AACSB Standard	Improvement Item	Additional Resources Needed	Measurement of Performance	Timeline	Responsibility
1	Arrange to post the mission at prime locations of CBA	SAR 4000	Completed	Feb 12	Dean
1	Supply an object, in which the mission is written, to be kept on the table of everyone's workstation	SAR 9000	Completed	Apr 12	Vice Dean for Quality & Development
2	Implement the revised policies and guidelines of CBA's Intellectual Contribution Profile (ICP)	None	Completed	Sept 2012	Dean and Vice Dean for Research and Postgraduate Studies
11	Develop and implement a faculty orientation program for newly hired faculty members	None	Completed	Sept 2012	Dean
6	Designate audit courses in individual programs for the purposes of implementing and measuring Assurance of Learning	None	Completed	August 2012	Dean, Vice Deans, and Graduate Program Directors
16	Widely implement the Assurance of Learning mechanism in undergraduate programs	None	Process is underway/ongoing	Ongoing	Dean, Vice Deans, and Department Chairs
18	Widely implement the Assurance of Learning mechanism in general master's programs	None	Process is underway/ongoing	Ongoing	Dean
19	Widely implement the Assurance of Learning mechanism in general master's programs	None	Process is underway/ongoing	Ongoing	Dean

## PART 5: INDICATORS AND BENCHMARKING

Indicators and benchmarking are analytical tools used to determine whether CBA's standards are competitive and meaningful compared to its peer institutions and peer programs and thus acceptable for the stakeholders. The benchmarking process has enabled CBA to take actions to improve the areas in which the peer institutions have comparative advantages. Table 5.1 shows the indicators and benchmarking of CBA with other peer institutions.

Quality Attributes	CBA's Benchmark/ KPI	Point of Reference - 1 (King Fahad University of Petroleum and Minerals, Saudi Arabia)	Point of Reference - 2 (National University of Singapore)	Point of Reference - 3 (University of Central Missouri, USA)
<b>1. Departmental Governance</b> <b>a.</b> Has an effective mission statement <b>b.</b> Has a well-established organizational governance/structure <b>c.</b> Has effective academic programs to offer <b>d.</b> Has a good link/network with the industry, alumni, and other stakeholders <b>e.</b> Has adequate facilities	<b>Effective</b>  <b>Good</b>  <b>Yes</b>  <b>Mediocre</b>  <b>Very good</b>	<b>Effective</b>  <b>Good</b>  <b>Yes</b>  <b>Yes</b>  <b>Very good</b>	<b>Effective</b>  <b>Well established</b>  <b>Yes</b>  <b>Very good</b>  <b>Very good</b>	<b>Average</b>  <b>Good</b>  <b>Yes</b>  <b>Mediocre</b>  <b>Adequate</b>
<b>2. Admission Standards</b> <b>a.</b> Minimum entry qualification <b>b.</b> English Proficiency <b>c.</b> Numerical Ability	<b>12 years of schooling</b> <b>CGPA of 3.5 out of 5.0 scale in the Prep year</b> <b>5.0 IELTS score or 500 TOEFL score</b>	<b>12 years of schooling</b> <b>TOEFL 500/ IELTS 5.0</b> <b>Placement test</b>	<b>12 years of schooling</b> <b>TOEFL 550/ IELTS 6.0</b> <b>School grades</b>	<b>12 years of schooling</b> <b>TOEFL 550</b> <b>SAT</b>

## PART 5: INDICATORS AND BENCHMARKING

<b>3. Progression rate</b> <b>a.</b> Year one to two <b>b.</b> Year two to three <b>c.</b> Year three to four	<b>87%</b> <b>96%</b> <b>92%</b>	<b>96%</b> <b>92%</b> <b>89%</b>	<b>92%</b> <b>99%</b> <b>98%</b>	<b>79%</b> <b>86%</b> <b>82%</b>
<b>4. Graduation Rate</b> <b>a.</b> Percentage of students who completed the program of study compared with the number of students who entered the program in a given intake	<b>90%</b>	<b>87%</b>	<b>96%</b>	<b>72%</b>
<b>5. Curriculum</b> <b>a.</b> Total number of credit hours required for graduation <b>b.</b> Number credit hours required in common business core <b>c.</b> Number of credit hours required in major area <b>d.</b> Number of credit hours required for internship/practicum/Co-op training	<b>145 (114+ 31 Prep Year) Credit hours</b>  <b>18</b>  <b>48 + 15 (Electives)</b>  <b>06 Credit hours</b>	<b>124 Credit hours</b>  <b>51 Credit hours</b>  <b>36 Credit hours</b>  <b>03 Credit hours</b>	<b>136 Credit hours</b>  <b>63 Credit hours</b>  <b>33 Credit hours</b>  <b>06 Credit hours</b>	<b>121 Credit hours</b>  <b>48 Credit hours</b>  <b>30 Credit hours</b>  <b>Nil/optional</b>



# PART 5: INDICATORS AND BENCHMARKING

<b>6. Faculty Member Qualification</b> <b>a.</b> Percentage of faculty members in the department with doctoral qualifications <b>b.</b> Percentage of faculty members in the department with master’s level qualification <b>c.</b> Percentage of faculty members in the department active in research and publication <b>d.</b> Percentage of faculty members in the department having more than three years of teaching experience	<b>93%</b>  <b>7%</b>  <b>93%</b>  <b>96%</b>	<b>79%</b>  <b>21%</b>  <b>82%</b>  <b>75%</b>	<b>100%</b>  <b>Nil</b>  <b>100%</b>  <b>97%</b>	<b>74%</b>  <b>22%</b>  <b>66%</b>  <b>71%</b>
<b>7. Student Learning</b> <b>a.</b> Average number of students in a classroom (department level) <b>b.</b> Average ratio of students per one faculty member (department level) <b>c.</b> Availability of adequate learning resources (including computer labs, virtual libraries, Internet-connected classrooms, etc.)	<b>45</b>  <b>20</b>  <b>Adequate</b>	<b>34</b>  <b>31</b>  <b>Adequate</b>	<b>27</b>  <b>21</b>  <b>Abundant</b>	<b>29</b>  <b>19</b>  <b>Adequate</b>

## PART 6: IMPLEMENTATION PLAN PROJECTS

The following are the 74 implementation projects that CBA has developed to implement its strategic initiatives during the period of 2011–2016:

1.1. Project Title:	Admission Criteria		
Project Manager:	TBA		
Project Aim:	To ensure the admission of high quality students into CBA programs		
Strategic Initiative:	Maintain and apply robust criteria that ensure the admission of high-quality students		
Alignment with Strategic Plan:	Select highly competent students into its programs		
Project Background:	Higher demand for the CBA programs that brought the need for stringent selection criteria to admit quality students into CBA programs	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Competent students that enable higher standard of education and better graduates to be on top compared with other higher education institutions		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Admission of approximately 400 male and 400 female students in undergraduate program</li><li>Admission of a total of 200 male and female students in post-graduate programs</li></ul>	Vice-Dean for Academic Affairs	Student Affairs Department and the College Council	The Dean
	Accountable:		
	Vice-Dean for Academic Affairs		
Potential Issues and Risks:	Reduction in student admissions		
Resources:	Time availability of CBA administrators		
Constraints:	Data accuracy; and inconsistency of admission criteria within the university and college levels		
Key Stakeholders:	University and the CBA administration; students and their parents, and, hence, the community; government departments; the Council of Saudi Chamber of Commerce		
KPI:	At least 90% of the students admitted into the programs of CBA have CGPA of 4.0 out of 5.0 scale, while the remaining could have not less than 3.75 out of 5.0 scale.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

1.2. Project Title:	Diversity in Student-body		
Project Manager:	TBA		
Project Aim:	To decrease stereotyping and prejudice by only admitting Saudi nationals, and to increase interactions among the diverse student body		
Strategic Initiative:	Maintain diversity in the CBA student body		
Alignment with Strategic Plan:	Select highly competent students into its programs		
Project Background:	A global perspective of multicultural education that recognizes cultural pluralism as an ideal and healthy state in any developed society, which promotes equity and respect among the existing cultural groups	Start Date: Fall 2015	Completion Date: ENPP*
Project Benefits:	Multicultural education that increases positive relationships among individuals; through achievement of common goals, respect, appreciation, and commitment to equality among the intellectuals at the college		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
• Award Scholarships and accept distinguished foreign students	Vice Dean for Academic Affairs and Program Directors	Deanship of Admissions at KSU and Deanship of Graduate Studies at KSU	The Dean
	Accountable:		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	• Possibilities for cultural clashes among multicultural students • CBA curriculum may be unfit for multiculturalism		
Resources:	• Adequate funding for awarding scholarships		
Constraints:	• Cultural conservation • Safety and security issues		
Key Stakeholders:	• Students and their parents (expatriates), who work in Saudi Arabia; Ministry of Higher Education, Ministry of Culture, and Ministry of Interior; and the community		
KPI:	• At least 5% of the CBA student body represented by international students		

\*ENPP = Extended to next planning period

## PART 6: IMPLEMENTATION PLAN PROJECTS

2.1. Project Title:	Market-need Analysis		
Project Manager:	TBA		
Project Aim:	To find out the required competencies of the students		
Strategic Initiative:	Conduct a market-need analysis to find out the competencies required by students		
Alignment with Strategic Plan:	Review, update, and develop academic programs that are in line with both international academic standards and market/stakeholder needs		
Project Background:	Current and relevant curricula to meet the needs of the stakeholders; keeping up with the changes in both the world of education and the needs of local labor market	Start Date:	Completion Date:
		Fall 2014	Fall 2014
Project Benefits:	Keeping up with the changes and advances in disciplines and technology to match the needs of labor market		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Benchmark the curricula with international and local business schools</li><li>Study the need for private and public labour market.</li></ul>	Vice Dean for Quality and Development, Department chairs, and the curricula committees at CBA	The Advisory Boards of the College and Departments at CBA	The Dean
	Accountable		
	Vice Dean for Quality and Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Changes that may be too rapid to cope with at the times</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Information concerning curricula of leading business schools</li><li>Surveys to know the competencies the labor market needs for CBA graduates</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Resistance of change</li><li>Cultural norms and traditions</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Business community, governmental organizations, current students, and the CBA administrators</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least one survey conducted every three years to understand the required competencies in each program</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

2.2. Project Title:	Review of Academic Programs		
Project Manager:	TBA		
Project Aim:	To review, update, and develop academic programs periodically		
Strategic Initiative:	Periodically review, update, and develop academic programs		
Alignment with Strategic Plan:	Review, update, and develop academic programs that are in line with both international academic standards and market/stakeholder needs		
Project Background:	Up-to-date and relevant curricula to meet the needs of stakeholders; always keeping up with changes in both the world of education and the needs of the local labor market	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Keeping up with changes and advances in disciplines and technology to match the needs of the labor market		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Benchmark the curricula with international and local business schools</li><li>• Study the needs for the private and public labor markets</li></ul>	Vice Dean for Quality and Development, Department chairs, and the curricula committees at CBA	The Advisory Boards of the College and Departments at CBA	The Dean
	Accountable		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• Changes that may be too rapid to cope with at times</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Information concerning curricula of leading business schools</li><li>• Surveys to know the competencies the labor market needs for CBA graduates</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Resistance to change</li><li>• Cultural norms and traditions</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• Business community, governmental organizations, current students of the CBA, and the CBA administrators</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• The curriculum of each program to be updated at least once in every five years</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

2.3. Project Title:	Academic Expectations		
Project Manager:	TBA		
Project Aim:	To develop an academic culture related to teaching and assessment		
Strategic Initiative:	Communicate clearly to all faculty members regarding the CBA's academic expectations in teaching		
Alignment with Strategic Plan:	Promote a culture that leads to excellence in teaching at the CBA		
Project Background:	Developing, sustaining, and spreading an effective teaching culture (through continuous communication) that is crucial to improve and vitalize teaching and assessment processes	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Improving quality of teaching and assessment that positively affects the learning outcomes		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Meet with faculty members to articulate the academic expectations</li><li>Conduct seminars, workshops, and other communication forums to train faculty members regarding the academic expectations</li><li>Circulate information sheets, memos, etc.</li><li>Use IT and other communication technologies to reach faculty members</li></ul>	Vice Dean for Academic Affairs, Department chairs, and Vice Dean for Quality and Development	Faculty members	The Dean
	Accountable		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Extra time investment by the faculty members</li><li>Effects on quality of teaching that are difficult to measure</li></ul>		
Resources:	<ul style="list-style-type: none"><li>IT and communications technology</li><li>Finance</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>IT and communications technology</li><li>Finance</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The CBA administrators</li></ul>		
KPI:	<ul style="list-style-type: none"><li>Hold at least one workshop/seminar in the beginning of every semester specifying the academic requirements related to teaching and learning</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

2.4. Project Title:	Student's Aggregate Responsibilities		
Project Manager:	TBA		
Project Aim:	To develop an academic culture related to students learning and academic performance		
Strategic Initiative:	Communicate to all students regarding the CBA's expectations of their learning and academic performance		
Alignment with Strategic Plan:	Promote a culture that leads to excellence in teaching at CBA.		
Project Background:	Students who are required to be well informed with regard to what is expected out of them in order for them to be distinguished graduates of CBA	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	The communication gap with the student-body and CBA academics will be closed through effective communication with students. Also, it helps improve communication with students in order to attain their cooperation in the learning process.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Communicate with current-students to articulate the academic expectations</li><li>Circulate information sheets, memos, etc.</li><li>Use IT and other communications technologies to reach student community</li></ul>	Vice Dean for Academic Affairs, Department chairs, and Vice Dean for Quality and Development	Faculty members	The Dean
	Accountable		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Students' negligence</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time of faculty members for academic guidance</li><li>IT facilities</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Large student body</li><li>Students' subcultures</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The CBA administrators, the department chairs, the faculty members, current students of the CBA, Student Affairs unit, and the IT department</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least 70% of the students in the current student-body who are informed about the academic expectations in a given academic year</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

2.5. Project Title:	Technology in Teaching and Learning		
Project Manager:	TBA		
Project Aim:	To enhancing the student learning process at CBA		
Strategic Initiative:	Increase the use of technology in teaching and learning		
Alignment with Strategic Plan:	Promote a culture that leads to excellence in teaching at CBA		
Project Background:	Technology in education that is multidimensional: used as a part of the curriculum, as an instructional system, and also as a tool to enhance the entire learning process	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Student-centered learning—the current trend in learning practices in the Academia; through the use of technology, students who become active participants; with the help of technology, teachers who can establish credibility in what they are teaching		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Use Blackboard</li><li>• Introduce E-learning and blended learning courses</li><li>• Use multimedia sources of learning</li></ul>	Vice Dean for Academic Affairs, Program Directors/Department chairs, and IT Manager	Faculty Members	Dean
	Accountable		
	Program Directors		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• Resistance from some faculty members</li><li>• Resistance form some students</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Time and effort of faculty members</li><li>• IT resources (including software and multimedia)</li><li>• Adequate financial support</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• System maintenance problems</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• The department chairs/program directors, the faculty members, current students of the CBA, and IT Manager and Maintenance Technicians</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• At least 70% of the courses in each program and/or 70% of faculty members utilizing Learning Management Systems (LMSs), such as Blackboard</li></ul>		



## PART 6: IMPLEMENTATION PLAN PROJECTS

2.6. Project Title:	Effective and Innovative Teaching Methods		
Project Manager:	TBA		
Project Aim:	To use effective and innovative teaching methods in all the programs		
Strategic Initiative:	Use effective and innovative teaching methods such as case studies, business simulation games, role-playing, cooperative learning, and group projects		
Alignment with Strategic Plan:	Promote a culture that leads to excellence in teaching at CBA		
Project Background:	Traditional lectures in classrooms focused on Power Point presentations of content by instructors not typically promoting students’ active participation and engagement; a more innovative approach employed in classrooms to actively engage students in their learning	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Effective and innovative methods in teaching that help promote excellence in learning among the students		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
	<ul style="list-style-type: none"><li>• Use interactive methods in classes</li><li>• Use group and cooperative learning</li><li>• Organize debates</li><li>• Use case studies</li><li>• Adapt role playing</li><li>• Use problem based/solving method</li></ul>	Experts in pedagogy and Faculty members	The Dean
	Accountable		
	Program directors/Department chairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• Resistance to change</li><li>• Students’ individual differences</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Enhanced course materials</li><li>• Well-trained faculty members</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Qualifications and experience of some faculty members</li><li>• Students’ responsiveness to new teaching methods</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• The faculty members, department Chairs/program directors, current students of CBA, Vice Dean for Academic Affairs, and Vice Dean for Quality and Development</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• At least 70% of the courses and/or 70% of the faculty members using innovative and effective teaching methods</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

3.1. Project Title:	Student Services Unit		
Project Manager:	TBA		
Project Aim:	To help students in solving their individual problems and to ease the academic, social, and psychological life for them		
Strategic Initiative:	Enhance services offered at student services unit to provide academic advising, social and psychological counseling, career-planning advice, and placement services to all students		
Alignment with Strategic Plan:	Adequately provide students with needed support services		
Project Background:	Students needing a full-time service unit composed of counselors to deal with the academic, social, and psychological issues of the students	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Creation of a supportive learning environment		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Provide effective academic advising</li><li>• Provide social and psychological counseling</li><li>• Offer career planning advice</li><li>• Provide placement services to all students</li></ul>	Vice Dean for Academic Affairs and Student Counselors	Head of Student Services Dept.	The Dean
	Accountable		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• Difficulty to find trained counsellors</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Social workers</li><li>• Psychologists</li><li>• CBA administrator</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Difficulty to find trained counsellors</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• Current students of CBA, student counselors/academic advisors, department chairs, and student affairs unit</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• At least one time each student at CBA to be provided with an effective service in a given semester</li><li>• At least 50% of students to receive social and psychological counseling every year</li><li>• At least 70% of students to receive career planning advice every year</li><li>• At least 50% of graduating students to be helped in finding jobs</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

3.2. Project Title:	Standard of Student Services		
Project Manager:	TBA		
Project Aim:	To facilitate students’ study life at the college		
Strategic Initiative:	Maintain a high standard of student services, including catering, photocopying and printing facilities, IT services, and information resources		
Alignment with Strategic Plan:	Adequately provide students with high quality support services needed		
Project Background:	Students who need support services, including: catering, photocopying and printing facilities, IT services, information resources, etc.	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Students to be given adequate support for learning at CBA		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Provide a Stationery Center</li><li>• Have an IT Center</li><li>• Have a library at CBA</li><li>• Have access to clinic</li></ul>	Administrative Manager of CBA and Director of IT Center	Department chairs	The Dean
	Accountable		
	Vice Dean of Academic Affairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• Arrangements with private vendors</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Active librarians</li><li>• Books and Periodicals</li><li>• Computers</li><li>• Physicians and psychologists</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Difficulty in finding active employees or out-sourcing</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• Current student-body, student affairs unit, and vendors and suppliers</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• At least a 75% score of satisfactory or better status from the student satisfaction survey on non-academic services</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

3.3. Project Title:	Extra-curricular Programs/Activities		
Project Manager:	TBA		
Project Aim:	To enhance the extra-curricular programs/activities offered at the CBA		
Strategic Initiative:	Enhance the extracurricular programs in the following areas: social, sports, intellectual, cultural, and community and environment		
Alignment with Strategic Plan:	Create an environment that encourages students to participate in extra-curricular activities		
Project Background:	Education alone is not enough to build students’ personalities. Therefore, education needs to be aided with extra-curricular activities since social and cultural life is important for entertainment, building team spirit, values, and diversifying more skills in students.	Start Date:	Completion Date:
		Fall 2014	On-going
Project Benefits:	Developing and diversifying students’ life skills which are needed to be successful in the real world		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Organize student club activities</li><li>Plan and organize sport activities</li><li>Involve students in social and cultural activities</li></ul>	<ul style="list-style-type: none"><li>Organize student club activities</li><li>Plan and organize sport activities</li><li>Involve students in social and cultural activities</li></ul>	University-level facilities Director	The Dean
	Accountable		
	Vice Dean of Academic Affairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Selection of indoor games and activities</li><li>Organization of the extra-curricular activities</li><li>Limitations in creativity and innovative skills of the organizers</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Adequate budget and Social media networks</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Financial limitations</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Current student-body, the college student clubs, heads and managers of clubs, and the CBA administrators</li></ul>		
KPI:	<ul style="list-style-type: none"><li>Organize at least 50 different extra-curricular activities per year</li><li>At least 70% of students participating in extra-curricular activities every year</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

4.1. Project Title:	Emphasis on Research		
Project Manager:	TBA		
Project Aim:	To create a “Research culture” at CBA		
Strategic Initiative:	Make research a priority emphasis at the CBA		
Alignment with Strategic Plan:	Develop and support a more active research culture at CBA		
Project Background:	Mission statements of both KSU and CBA that emphasize the importance of scholarly research and publications	Start Date:	Completion Date:
		Fall 2011	On-going
Project Benefits:	Faculty members who are inclined to be involved in profound research activities		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Motivate faculty members to be involved in research activities</li><li>• Conduct regular workshops to emphasize the importance of research</li><li>• Clarify the research expectations of CBA faculty members</li><li>• Free more faculty time from administrative workloads to be used for more scholarly activities</li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members	The Dean
	<b>Accountable</b> Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• Faculty members may demand freeing-up of time from teaching assignments</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Time of faculty members</li><li>• Financial assistance for research activities</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Inability to reduce the teaching load of all faculty members</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• Faculty members, current student-body, businesses and communities, and the CBA administrators</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• At least one scholarly output per faculty members in a given academic year</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

4.2. Project Title:	Recognition of Research Contributions		
Project Manager:	TBA		
Project Aim:	To encourage the faculty members to involve in research activities		
Strategic Initiative:	Encourage and publicly recognize research contributions		
Alignment with Strategic Plan:	Develop and support a more active research culture at CBA		
Project Background:	Mission statements of both KSU and CBA that emphasize the importance of scholarly research and publications	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Faculty members who are inclined to be involved in profound research activities		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Select outstanding research contributions by a committee</li><li>• Recognize the efforts of the author in a public forum</li><li>• Encourage other faculty members to participate in such activities</li><li>• Encourage faculty members to actively compete in KSU Excellence in Teaching and Research prizes</li><li>• Encourage faculty members to actively compete in research prizes offered by outside research institutions</li><li>• Free more faculty time from administrative workloads to be used for more scholarly activities</li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members	The Dean
	Accountable		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	Possibility for being biased to a particular individual faculty member		
Resources:	Adequate finances for reward		
Constraints:	Money not likely available for rewarding the outstanding researcher		
Key Stakeholders:	The faculty members, the CBA administrators, businesses, and communities		
KPI:	At least one outstanding researcher being recognized in a given semester		

## PART 6: IMPLEMENTATION PLAN PROJECTS

4.3. Project Title:	Reward for Overall Research Accomplishment		
Project Manager:	TBA		
Project Aim:	To appreciate the overall research efforts of an individual researcher		
Strategic Initiative:	Reward the overall research accomplishment of individual researchers		
Alignment with Strategic Plan:	Develop and support a more active research culture at CBA		
Project Background:	The mission statements of both KSU and CBA to emphasize the importance of scholarly research and publications	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Faculty members who will be inclined to be involved in profound research activities		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Analyze the research contributions of faculty members on an individual basis</li><li>Reward the overall achievement of an individual member with highest number and highest quality of research output</li><li>Reward faculty members for their Excellence in Teaching and Research prizes through the University prize</li><li>Encourage faculty members to actively compete in research prizes offered by outside research institutions</li><li>Free more time from administrative work for a faculty member</li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members	The Dean
	Accountable		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	Some faculty members unaware of the reward; possibility of bias in selection of the individual for reward		
Resources:	Adequate financial resources		
Constraints:	Money not likely available for the reward		
Key Stakeholders:	Faculty members, CBA administrators, and businesses and communities		
KPI:	At least one researcher being recognized in a given year for his/her overall research output.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>4.4. Project Title:</b>	Incentives for Research Engagement		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To involve the faculty members and students in research activities		
<b>Strategic Initiative:</b>	Provide incentives for the faculty members who engages students to actively participate in research		
<b>Alignment with Strategic Plan:</b>	Develop and support a more active research culture at CBA		
<b>Project Background:</b>	Mission statements of both KSU and CBA that emphasize the importance of scholarly research and publications	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Faculty members who will be inclined to be involved in profound research activities along with their students		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Vice Dean for Graduate Studies and Research and Department chairs		The Dean
	<b>Accountable</b>		
<ul style="list-style-type: none"> <li>Encourage faculty members and students to get involved in research</li> <li>Conduct seminars and workshops to create awareness about the research expectations of the CBA</li> <li>Free more faculty time from administrative workloads to be used in research</li> </ul>	Vice Dean for Graduate Studies and Research		
<b>Potential Issues and Risks:</b>	Some faculty members and students who may be unaware of the research facilities and support available		
<b>Resources:</b>	Adequate financial resources		
<b>Constraints:</b>	Lack of time availability of faculty members		
<b>Key Stakeholders:</b>	The faculty members, current student-body of the CBA, the CBA administrators, businesses, and communities		
<b>KPI:</b>	At least 10 faculty members are given incentives in a year for engaging students in active research		



## PART 6: IMPLEMENTATION PLAN PROJECTS

4.5. Project Title:	Faculty Member’s Time Dedication on Research		
Project Manager:	TBA		
Project Aim:	To facilitate the faculty members in increasing their research output		
Strategic Initiative:	Balance the time and load of faculty members between teaching, administrative responsibilities, and research to increase research output		
Alignment with Strategic Plan:	Develop and support a more active research culture at CBA		
Project Background:	Mission statements of both KSU and CBA that emphasize the importance of scholarly research and publications	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Faculty members who will be encouraged to invest more time on progressive research; hence, notable increases in research output		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Analyze the average teaching load factor of faculty members department-wise</li><li>Free-up the time of faculty members to spend more time on research</li><li>Balance the time and workload of faculty members between teaching, administrative responsibilities, and research that increases research output</li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members and Director of Research center	The Dean
	Accountable		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Departments that are often unable to free-up faculty time due to shortage of faculty members in a specific department</li><li>Some faculty members’ misuse of free-up time for other activities</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and effort of faculty members, and adequate financial support for research activities</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Departments that cannot free-up the teaching or administrative load of faculty members due to shortage of faculty members</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Faculty members, CBA administrators, current student-body, and business community (as sponsors for some research projects)</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least one leading faculty members who are given free time for research activities in each department annually</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>4.6. Project Title:</b>	Development of a Research Plan		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To provide directions for research accomplishment at the department level		
<b>Strategic Initiative:</b>	Ensure that each department is developing a research plan		
<b>Alignment with Strategic Plan:</b>	Develop and support a more active research culture at CBA		
<b>Project Background:</b>	Each department to be required to have an annual strategic action plan including their plans for research output	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Every faculty member in each department having clear guidelines, directions, and goals with regard to their research and scholarly output annually		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members and Director of Research Center	The Dean
	<b>Accountable</b>		
	Vice Dean for Graduate Studies and Research		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Some faculty members who may propose a very ambitious plan but fail to accomplish it</li> <li>The success of the department level research plan being very much dependent on the individual faculty member's accomplishment</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Time and financial support</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Adequate resources not available at times</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>Faculty members, CBA administrators, current student-body, and business community (as sponsors for some research projects)</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>The department-level research plan to be developed at least by the end of the first month of the new academic year. At least 75% of the stated plan has been achieved in the end of the given academic year.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

4.7. Project Title:	Research Collaboration		
Project Manager:	TBA		
Project Aim:	To promote interdisciplinary, inter-departmental, and faculty-student level research collaboration		
Strategic Initiative:	Support and promote research collaboration at interdisciplinary levels, between faculty members and graduate students, and within departments		
Alignment with Strategic Plan:	Develop and support a more active research culture at CBA		
Project Background:	CBA being keen to generate scholarly research output involving cross-section of expertise	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Remarkable contribution to the body of knowledge at an interdisciplinary level		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Develop research group composed of researchers with interdisciplinary, inter-departmental expertise</li><li>Facilitate and support the research activities of these groups</li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members and Director of Research center	The Dean
	Accountable		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Possibility for no-cooperation between certain departments; and students, who may not be capable enough to be involved in faculty research</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and effort of faculty members and researchers</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Faculty resistance in collaborating with interdisciplinary expertise and interdepartmental resources</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Faculty members, CBA Administrators, current student-body, and business community (as sponsors for some research projects)</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least two joint research initiatives stated in each department research plan. At least 75% of the stated target is achieved.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.1. Project Title:	Publications in Peer-reviewed Journals		
Project Manager:	TBA		
Project Aim:	To encourage faculty members to increase the quantity of publications in PRJs annually		
Strategic Initiative:	Increase the quantity of publications in peer-reviewed journals (PRJs) annually		
Alignment with Strategic Plan:	Publish in well-recognized national and international academic journals pertinent to the CBA majors/specializations		
Project Background:	Both KSU and CBA having an interest in increasing the volume of publication in PRJs and more specifically in ISI indexed journals	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Enhances the academic credibility of CBA and also the profile of CBA faculty members		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Analyze the number of research publications at the departmental level to classify them as:<ul style="list-style-type: none"><li>a) published in peer-reviewed journals vs. non-peer-reviewed journals</li><li>b) publications published in ISI Indexed journals vs. non-ISI journals</li></ul></li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members, Department chairs, and Director of Research Center	The Dean
	Accountable		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	Vice Dean for Graduate Studies and Research		
Resources:	Time and effort of faculty members		
Constraints:	Capability of the faculty members		
Key Stakeholders:	Faculty members, CBA Administrators, and business community (as sponsors for some research projects)		
KPI:	At least one PRJ publication per faculty member once in every two academic years; at least one publication per faculty member in ISI Indexed journal once in every three academic years		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.2. Project Title:	Award for Publication in High Impact Journals		
Project Manager:	TBA		
Project Aim:	To encourage faculty members to publish in journals with high impact factor		
Strategic Initiative:	Designate a distinctive award for publication in high-impact journals		
Alignment with Strategic Plan:	Publish in well-recognized national and international academic journals pertinent to the CBA majors/specializations		
Project Background:	Both KSU and CBA having an interest in increasing the quantity of publication in PRJs and more specifically in ISI indexed journals with the highest impact factor	Start Date:	Completion Date:
		Fall 2013	Ongoing
Project Benefits:	Increase the amount of quality research output		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Decide on a distinctive award for publication in the high impact factor journals</li><li>Communicate the details of the award to all the faculty members</li><li>Encourage faculty members to publish in such journals</li></ul>	Vice Dean for Graduate Studies and Research and Department chairs	Faculty members, Department chairs, and Director of Research Center	The Dean
	Accountable:		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	The definition of high impact factor		
Resources:	Financial resources		
Constraints:	Adequate financial resources possibly not available		
Key Stakeholders:	The faculty members, department chairs, and Director of Research Center		
KPI:	At least one publication that is published in a journal which has an impact factor of 3.5 or higher in a given academic year		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.3. Project Title:	Doctoral Level Student to Publish		
Project Manager:	TBA		
Project Aim:	To involve doctoral students in research and publication activities		
Strategic Initiative:	Enforce the policy that requires doctoral-level students to publish at least one research article in a peer-reviewed journal before graduation; encourage master’s level students to do so		
Alignment with Strategic Plan:	Publish in well-recognized national and international academic journals pertinent to the CBA majors/specializations		
Project Background:	An imperative need to develop the learning experiences of doctoral students in research and publication activities	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	The quality, capability, and credibility of doctoral graduates of CBA being exalted		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Implement the policy that mandatorily requires the doctoral-level students to publish at least one research article in a peer reviewed journal before graduation</li></ul>	Vice Dean for Graduate Studies and Research and Doctoral Program Directors	Current doctoral students, the faculty members, and Department chairs	The Dean
	Accountable:		
	Doctoral Program Directors		
Potential Issues and Risks:	This requirement might hamper some students from graduation		
Resources:	Time and efforts of doctoral students and faculty members		
Constraints:	Some doctoral students who are unable to publish during their study period		
Key Stakeholders:	The doctoral students, the faculty members, and the CBA administrators		
KPI:	At least one research article accepted/published in a peer reviewed journal by every doctoral student prior to their graduation from the program (evidence required).		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.4. Project Title:	External Funds and Grants for Research		
Project Manager:	TBA		
Project Aim:	To obtain more research grants from external sources		
Strategic Initiative:	Maximize the number of worthy proposals submitted for external funds and grants		
Alignment with Strategic Plan:	Publishing in well-recognized national and international academic journals pertinent to the CBA majors/specializations		
Project Background:	Although KSU is generously supporting research activities, research would be enhanced by external research grants.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Resources for research activities being enhanced		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
	• Explore the possibilities for obtaining external research grants • Write and submit proposals to organizations (both public and private) to obtain research grants	Faculty members	The Dean
	Accountable:		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	Some proposals may not be written within the policies of CBA or KSU. Some research grants/projects may consume the time of faculty members without yielding much benefit in terms of learning and contribution to the body of disciplinary knowledge.		
Resources:	Time and efforts of faculty members and CBA Administrators		
Constraints:	Not many proposals would yield a good grant/project.		
Key Stakeholders:	The faculty members, the CBA administrators, businesses, communities, and government agencies/ministries.		
KPI::	At least 10 research proposals submitted, and at least three external grants obtained, in a given academic year		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.5. Project Title:	Research Center Resources		
Project Manager:	TBA		
Project Aim:	To allocate financial resources appropriately to high-quality research proposals		
Strategic Initiative:	Ensure that the financial resources of the CBA Research Center are allocated to the most promising research proposals		
Alignment with Strategic Plan:	Publishing in well-recognized national and international academic journals that are pertinent to the CBA majors/specializations		
Project Background:	The Research Center of CBA secures a good amount of funding from KSU annually, which can be allocated appropriately to promising research projects.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Good research proposals aided with financial support for their successful completion and desirable output		
Project Scope and Deliverables: <ul style="list-style-type: none"><li>• Invite good research proposals that might need financial support</li><li>• Evaluate the type and quality of each proposal</li><li>• Select the promising proposals and allocate an appropriate amount of financial support</li></ul>	Responsible:	Consulted:	Informed:
	Director of Research Center, Vice Dean for Graduate Studies and Research, and the College Council.	Faculty members; department chair	The Dean.
	Accountable:		
	Vice Dean for Graduate Studies and Research.		
Potential Issues and Risks:	Possibilities for bias in allocating financial support.		
Resources:	Research Center's funds.		
Constraints:	Not too many good proposals being submitted.		
Key Stakeholders:	The faculty members, the College Council, and the CBA administrators.		
KPI::	At least 10 research proposals/projects financially supported annually.		



## PART 6: IMPLEMENTATION PLAN PROJECTS

5.6. Project Title:	Support for all Scholarly Activities		
Project Manager:	TBA		
Project Aim:	To encourage faculty members to involve in all types of scholarly activities.		
Strategic Initiative:	Provide both monetary and non-monetary support for all scholarly activities		
Alignment with Strategic Plan:	Encouraging and facilitating the production of other intellectual contributions.		
Project Background:	CBA is interested in all types of scholarly activities, not confined to publications in PRJs.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Other intellectual contributions, such as books, book reviews, and research monographs, will also be produced.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Communicate with the faculty members that CBA is interested in all kinds of scholarly productions</li><li>Make it clear that the CBA is not focusing only on research that can be published in PRJs, but is also interested in other forms of scholarly output</li><li>Free more faculty time from administrative work to be used in more scholarly activities</li></ul>	Vice Dean for Graduate Studies and Research	Faculty members; department chairs	The Dean
	Accountable:		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	Many faculty members may not be aware that the CBA is supporting other kinds of scholarly productions apart from publications in PRJs.		
Resources:	Time and efforts of faculty members.		
Constraints:	Lack of time availability of faculty members, and lack of interest amongst faculty members to be involved in other forms of research activities.		
Key Stakeholders:	The faculty members, the current student body, the CBA administrators, and business and communities.		
KPI:	Support for at least one scholarly output is provided per faculty member, other than a ISI Indexed PRJ article publication, in a given academic year. Examples of other scholarly work are provided in Appendix A.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.7. Project Title:	Reward for Distinguished Intellectual Contributions		
Project Manager:	TBA		
Project Aim:	To recognize distinguished intellectual contributions other than publications in PRJs.		
Strategic Initiative:	Reward all distinguished intellectual contributions other than publications in journals		
Alignment with Strategic Plan:	Encouraging and facilitating the production of other intellectual contributions.		
Project Background:	CBA is interested in all types of scholarly activities, not only publications in PRJs.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Other intellectual contributions to be produced, such as books, book reviews, and research monographs		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Guide faculty members about intellectual contributions other than publishing in PRJs</li><li>• Encourage faculty members to write books, translate books and articles, write book reviews, make case studies, and so on</li><li>• Free more faculty time from administrative work to be used in contributions involving writing and translating academic books and texts</li></ul>	Vice Dean for Graduate Studies and Research.	Faculty members; department chairs	The Dean
	Accountable:		
	Vice Dean for Graduate Studies and Research.		
Potential Issues and Risks:	Faculty members may not be aware of the reward policy.		
Resources:	Time and efforts of faculty members.		
Constraints:	Availability of adequate financial resources.		
Key Stakeholders:	The faculty members, the current student body; the CBA administrators, and business and communities.		
KPI:	At least one reward given in an academic year		

## PART 6: IMPLEMENTATION PLAN PROJECTS

5.8. Project Title:	Sponsorship for New Research Chairs		
Project Manager:	TBA		
Project Aim:	To increase the availability of support and financial resources for high-quality research activities.		
Strategic Initiative:	Solicit organizations to sponsor new research chairs.		
Alignment with Strategic Plan:	Enhancing and maximizing utilization of internal and external research resources available for CBA members		
Project Background:	There are organizations (both public and private) willing to sponsor research activities by establishing research chairs at CBA. Several research chairs are already functioning successfully at CBA.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Additional resources made available for quality research activities that are focused on specific disciplines and themes.		
Project Scope and Deliverables: <ul style="list-style-type: none"><li>Invite organizations to sponsor new research chairs at CBA</li></ul>	Responsible:	Consulted:	Informed:
	Vice Dean for Graduate Studies and Research	Dean and Department Council	The Dean
	Accountable:		
	Vice Dean for Graduate Studies and Research		
Potential Issues and Risks:	The credibility of the sponsoring organization.		
Resources:	Time and efforts of CBA administrators.		
Constraints:	Not too many organizations may be willing to sponsor.		
Key Stakeholders:	Businesses and communities and the CBA administrators.		
KPI:	At least one new research chair established in a two-year period		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>5.9. Project Title:</b>	Use of Research Grants		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To benefit the faculty members through various research grants available at CBA/KSU and/or King Abdullah Institute for Scientific Research.		
<b>Strategic Initiative:</b>	Identify the available research grants and encourage faculty members to benefit from those grants		
<b>Alignment with Strategic Plan:</b>	Enhancing and maximizing use of internal and external research resources available to the CBA members.		
<b>Project Background:</b>	Several research grants are available at CBA/KSU and/or King Abdullah Institute for Scientific Research.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Faculty members potentially gaining enormous benefit from the research grants in their research activities		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Vice Dean for Graduate Studies and Research	Faculty members	The Dean
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>• Provide a list of research grants available for faculty research</li> <li>• Encourage faculty members to make use of those grants</li> <li>• Guide the faculty members on the ways to use those grants</li> </ul>	Vice Dean for Graduate Studies and Research		
<b>Potential Issues and Risks:</b>	Appropriate use of research grants.		
<b>Resources:</b>	Time and efforts of faculty members.		
<b>Constraints:</b>	Lack of information about the available research grants.		
<b>Key Stakeholders:</b>	The faculty members, the CBA administrators, and businesses and community.		
<b>KPI::</b>	At least 50% of the available grants used by faculty members in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

6.1. Project Title:	Appointment of Distinguished* Faculty Members		
Project Manager:	TBA		
Project Aim:	To enrich the faculty resources of CBA.		
Strategic Initiative:	Appointing distinguished new faculty members annually.		
Alignment with Strategic Plan:	Recruiting more outstanding national and international faculty members and staff to achieve CBA's goals in education, research and services.		
Project Background:	It is quite important to enrich faculty resources, specifically by recruiting more and more outstanding faculty members to achieve CBA goals.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Students gaining a quality education; deep research outcomes of these faculty members being added to the body of knowledge		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Attract outstanding faculty members both nationally and internationally</li><li>Offer them good pay and benefits to be retained at CBA</li></ul>	Department chairs	Faculty and Personal Affairs, the College Council, and the current faculty members	The Dean
	Accountable:		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Not many good faculty members are willing to come to Saudi Arabia from abroad.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Adequate financial resources.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Socio-cultural and environmental factors.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Global academic communities, National and regional human resources in education, the CBA administrators, and the current student body.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least 10 new distinguished faculty members appointed annually.</li><li>*Distinguished: faculty members with five years of good teaching record and five publications in top peer reviewed journals (PRJ) in the last five years.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

6.2. Project Title:	Participation of Professionals and Practitioners in Teaching		
Project Manager:	TBA		
Project Aim:	To enrich the faculty resources of CBA		
Strategic Initiative:	Invite professionals and practitioners to participate in teaching at the CBA		
Alignment with Strategic Plan:	Recruiting more outstanding national and international faculty members and staff to achieve CBA's goals in education, research, and services		
Project Background:	It is quite important to involve industry professionals and practitioners in teaching for providing current and relevant information to students. .	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Students gaining quality education; deep research outcomes of these faculty members being added to the body of knowledge		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify professionals and practitioners who could contribute to the quality of teaching at CBA</li><li>Invite them to deliver guest lectures</li><li>Engage them as adjunct faculty members</li><li>Encourage them to share their expertise and experiences in the learning activities of students at CBA</li></ul>	Program directors, course coordinators, and the faculty members	Faculty and Personal Affairs, the College Council, and current faculty members	The Dean
	Accountable:		
	Department chairs		
Potential Issues and Risks:	Some of the professionals may not meet the requirements of the specific course learning objectives. Many professionals are very busy and may not be available for our requests.		
Resources:	Additional financial resources.		
Constraints:	Busy schedules of professionals and practitioners.		
Key Stakeholders:	Global academic communities, National and regional human resources in education, the CBA administrators, and the current student body.		
KPI:	At least 10 professionals and practitioners collaborating with the college.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

6.3. Project Title:	Appointment of Teaching Assistants		
Project Manager:	TBA		
Project Aim:	To recruit potential faculty members of the future.		
Strategic Initiative:	Appointing outstanding graduates as teaching assistants (TAs) in each department in the college annually.		
Alignment with Strategic Plan:	Recruiting more outstanding national and international faculty members and staff to achieve CBA's goals in education, research, and services		
Project Background:	Outstanding graduates of CBA are a great source of future faculty members.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Outstanding graduates of CBA able to be added to its own faculty team		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify top-caliber students in each discipline/department</li><li>Encourage them to apply for teaching assistant (TA) positions</li><li>Groom them to be future faculty members at CBA</li></ul>	The Departmental Faculty Affairs Committee	College Council	The Dean
	Accountable:		
	Department chairs		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some of the TAs may not want to go for overseas education.</li><li>Some of the TAs may not be able to teach effectively.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Adequate TA positions.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Some of the TAs may be accomplished academically, perhaps as higher CGPAs, but unable to teach effectively.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The CBA administrators and the current student body.</li></ul>		
KPI::	<ul style="list-style-type: none"><li>At least one TAs appointed in each department every year.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>6.4. Project Title:</b>	Appointment of Support Staff		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To increase the number of support staff.		
<b>Strategic Initiative:</b>	Increase the number of staff members every year until the achievement of desired level of service satisfaction.		
<b>Alignment with Strategic Plan:</b>	Recruiting more outstanding national and international faculty members and staff to achieve CBA's goals in education, research, and services		
<b>Project Background:</b>	Availability of adequate support staff is essential to satisfy the service needs of student body.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2011	Ongoing
<b>Project Benefits:</b>	Students served with greater satisfaction		
<b>Project Scope and Deliverables:</b>  • Identify and appoint an adequate number of support staff	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Administrative Manager of CBA	Department chairs	The Dean
	<b>Accountable:</b>  Administrative Manager of CBA		
<b>Potential Issues and Risks:</b>	Staff may not be meeting the expectations of the students.		
<b>Resources:</b>	Adequate financial resources.		
<b>Constraints:</b>	Well-qualified candidates may not be available.		
<b>Key Stakeholders:</b>	The CBA administrators.		
<b>KPI:</b>	At least three new support staff members added every year.		



## PART 6: IMPLEMENTATION PLAN PROJECTS

6.5. Project Title:	Faculty and Staff satisfaction		
Project Manager:	TBA		
Project Aim:	To enhance faculty satisfaction.		
Strategic Initiative:	Assess the level of faculty and staff satisfaction.		
Alignment with Strategic Plan:	Recognizing and retaining highly valued faculty and staff at CBA		
Project Background:	It is imperative that the faculty members be well satisfied in order to provide students with the best academic services.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Faculty members kept at optimum satisfaction, and students thereby receiving the best services from them; higher turnover of faculty resources avoided		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Measure faculty satisfaction periodically</li><li>• Make faculty fully satisfied</li></ul>	Vice Dean for Academic Affairs and Department chairs	Faculty members	The Dean
	Accountable:		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• If faculty members are not kept at the optimum satisfaction level, CBA may lose good faculty members eventually.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Adequate financial support;</li><li>• Time and efforts of CBA administrators.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Difficulty of knowing who is fully satisfied and who is not.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• The CBA administrators and the Deanship of Faculty and Personnel Affairs.</li></ul>		
KPI::	<ul style="list-style-type: none"><li>• At least 75% favorable score on the faculty satisfaction survey and at least 70% retention rate</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>6.6. Project Title:</b>	Reward for Outstanding Teaching, Research, and Service performance		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To appreciate the accomplishments of faculty members.		
<b>Strategic Initiative:</b>	Establish a mechanism to reward outstanding teaching, research, and service performance.		
<b>Alignment with Strategic Plan:</b>	Recognizing and retaining highly valued faculty and staff at CBA.		
<b>Project Background:</b>	It is imperative that the faculty members be well satisfied in order to provide students with the best academic services.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Faculty members kept at optimum satisfaction, and students thereby receiving the best services from them; higher turnover of faculty resources avoided.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Vice Dean for Academic Affairs, Vice Dean for Graduate Studies and Research, Vice Dean for Quality and Development, and Department chairs.	The faculty members and the College Council	The Dean
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>Establish a mechanism, rules and procedures to reward outstanding faculty members</li> <li>Identify and recognize the outstanding performance of faculty members</li> </ul>	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Faculty may complain about some bias in the selection of faculty members for reward.</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Time and efforts of CBA administrators;</li> <li>Adequate financial resources.</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>The established mechanism may have room for bias.</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>The CBA academic community and University administration.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least two faculty members rewarded annually in every department.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

7.1. Project Title:	Conference Attendance		
Project Manager:	TBA		
Project Aim:	To replenish the knowledge of faculty members.		
Strategic Initiative:	Motivate faculty members to attend conferences yearly.		
Alignment with Strategic Plan:	Developing faculty members’ skills in teaching and research		
Project Background:	It is important to replenish the knowledge of faculty members through their participation and attendance at conferences.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Faculty members updated with current trends and knowledge in their discipline, which can be applied in classrooms too		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Encourage and motivate faculty members to attend conferences regularly as per the university policy</li></ul>	Vice Dean for Academic Affairs and Department chairs	Faculty members	The Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some faculty members may not be aware of their entitlement.</li><li>Some faculty members may try to misuse their entitlement.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Adequate financial and other resources to cover their attendance.</li><li>Availability of substitute faculty members to cover their classes while they are away for attending events.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Faculty members may not be much interested in using this facility.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The faculty members and the CBA administrators.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least one attendance and/or participation per faculty member per year.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

7.2. Project Title:	Faculty Member Attendance in Training Sessions		
Project Manager:	TBA		
Project Aim:	To coach and mentor faculty members for better productivity.		
Strategic Initiative:	Encourage faculty members to attend training sessions yearly.		
Alignment with Strategic Plan:	Developing faculty members’ skills in teaching and research		
Project Background:	It is essential to train faculty members in areas in which it is important to build skills.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Faculty members trained in several skill development areas, and the skills then applied in classrooms		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Encourage and motivate faculty members to regularly attend training sessions inside and outside of CBA, KSU and Saudi Arabia, as per the university policy</li></ul>	Vice Dean for Academic Affairs, Department chairs, and Vice Dean for Quality & Development	Faculty members	The Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some faculty members may not be willing to participate in such trainings.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Adequate financial and other resources to cover their attendance.</li><li>Availability of substitute faculty members to cover classes while faculty members are away to attend training sessions.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Some faculty members may not be willing to participate in such trainings.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The faculty members and the CBA administrators.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least two attendances per faculty per year.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>7.3. Project Title:</b>	Staff Member Attendance in Training sessions		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To coach and mentor staff members for better productivity.		
<b>Strategic Initiative:</b>	Encourage staff members to attend training sessions yearly.		
<b>Alignment with Strategic Plan:</b>	Providing job skills training to staff in a variety of venues.		
<b>Project Background:</b>	It is essential to train staff members in areas in which it is important to build skills.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2011	Ongoing
<b>Project Benefits:</b>	Development of job skills in staff benefitting the academic community at CBA		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
<ul style="list-style-type: none"> <li>Encourage and motivate staff members to attend training sessions inside and outside of CBA, KSU and Saudi Arabia regularly, as per the university policy</li> </ul>	Administrative Manager of CBA	Deanship of Skills Development	The Dean
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Some staff members may not be willing to participate in such trainings.</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Adequate financial and other resources to cover faculty members' attendance.</li> <li>Availability of substitute staff members to cover their work while they are away to attend training sessions.</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Some staff members may not be willing to participate in such trainings.</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>The administrative staff members of CBA and the CBA administrators.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least two attendances per staff member per year.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.1. Project Title:	Business Leaders and Alumni on the CBA Advisory Board		
Project Manager:	TBA		
Project Aim:	To enhance the college’s educational programs, resources, and reputation.		
Strategic Initiative:	Involve business leaders and alumni on the CBA Advisory Board.		
Alignment with Strategic Plan:	Involving the business community in all the CBA’s activities		
Project Background:	There is a need to close the gap between the College and both the business community and alumni.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Increasing efficacy of the college curriculum and educational outcomes		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the external factors, driving forces and business trends within society and industry that affect the college</li><li>Identify potential and mutually beneficial partnerships of CBA with business entities and alumni</li><li>Identify potential research opportunities that would help build the Saudi knowledge society</li><li>Identify strategies to publicize the college’s education, research and service activities</li></ul>	Director for External Relations and Dean	Dean and Department chairs	The Dean; KSU administration
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Business leaders and alumni being too busy to attend to CBA’s calls; and findings on new developments in the business environment possibly forcing the discipline to amend curriculum frequently.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time of External Relations Directorate’s personnel.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Businessmen are always busy.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Business communities, alumni, the faculty members, and the student body</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least 10 business leaders and alumni added to and/or maintained on the CBA Advisory Board.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.2. Project Title:	Department Level Advisory Board		
Project Manager:	TBA		
Project Aim:	To enhance the educational programs, resources, and reputation of the departments of CBA.		
Strategic Initiative:	Involve the business community and alumni on departmental advisory boards.		
Alignment with Strategic Plan:	Involving the business community in all the departmental activities.		
Project Background:	Discipline-specific input into curriculum is to be initiated by adapting to the needs and wants of labor market.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Discipline-specific professionals and leaders prepared, and the needs of the labor market fulfilled.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the willingness of industry leaders to participate in CBA academic activities</li><li>Explore the specialized expertise of the potential industry leaders to be involved in the related department-level academic areas</li><li>Find out our alumni who are successful in their enterprises in order to involve them in departmental activities</li></ul>	Department chairs; Director of External Relations	Faculty members in the concerned departments	Dean
	Accountable:		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	Availability of business leaders and alumni willing to attend the departmental requests		
Resources:	Time of faculty members, department chairs, and Director of External Relations		
Constraints:	Business leaders, industry experts, and alumni are too busy.		
Key Stakeholders:	Business communities, alumni, the faculty members, and the student body		
KPI:	A combination of at least 10 industry leaders and alumni representatives included/maintained to form a departmental-level advisory board.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.3. Project Title:	Participation of Business/Industry Leaders in Curriculum Review		
Project Manager:	TBA		
Project Aim:	To enrich the curriculum, teaching methods, and scholarly output.		
Strategic Initiative:	Invite business/industry leaders to the CBA to actively participate in curriculum review and design, as guest lecturers, in other co-curricular activities, and in scholarly activities.		
Alignment with Strategic Plan:	Involving the business/industry leaders in the academic and scholarly activities of CBA.		
Project Background:	Value should be added to the curriculum, teaching, and research by incorporating the practical experiences of business community.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Curriculum keeping abreast of the current business environment; teaching very relevant to the practicality of the business; students feeling the significance of the discipline when they hear the success stories from the industry experts/leaders		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the willingness of the industry leaders to participate in CBA academics</li><li>Explore the specialized expertise of the potential industry leaders to involve in the related department-level academic areas and invite them to participate as desired</li><li>Invite alumni who are successful in their enterprises in order to involve them in departmental activities</li></ul>	Program Directors	Department Chairs, Director of External Relations, and the faculty members	Dean
	Accountable:		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	Availability of business leaders and alumni willing to accept CBA invitations		
Resources:	Time of faculty members, department chairs, and Director of External Relations		
Constraints:	Business leaders, industry experts, and alumni are too busy.		
Key Stakeholders:	Business communities, alumni, the faculty members, and the student body.		
KPI:	At least two industry experts invited to and participating in each program of study offered at CBA.		



## PART 6: IMPLEMENTATION PLAN PROJECTS

8.4. Project Title:	An Idea Café		
Project Manager:	TBA		
Project Aim:	To explore opportunities to enhance the educational experience of the students.		
Strategic Initiative:	Create an “idea café” to discuss topical issues with organizations, faculty members, and students.		
Alignment with Strategic Plan:	Involving the business community to share in all the CBA’s activities.		
Project Background:	Students can be given opportunities to identify and discuss business ideas that might enhance their learning experiences.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Innovation in teaching and learning.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Create an idea café</li><li>• Invite industry experts for discussion of selected topics in business</li><li>• Explore opportunities for students to be involved in business competitions and special projects</li></ul>	Vice Dean for Academic Affairs and Director of External Relations	Department chairs and the faculty members	Dean
	Accountable:		
	Vice Dean for Academic Affairs		
Potential Issues and Risks:	Primary purpose of the club to be defined carefully		
Resources:	Time of Vice-Dean, department chair, faculty members, and Director of External Relations		
Constraints:	Availability of business leaders to attend the discussions.		
Key Stakeholders:	The current student body, the CBA administration, and business community.		
KPI:	At least two discussions held in each semester or at least three meetings held in the idea café in any given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.5. Project Title:	Sponsorship for CBA Events		
Project Manager:	TBA		
Project Aim:	To link the Business Community with CBA and close the gap between them.		
Strategic Initiative:	Expand local organizations’ role in sponsoring CBA events.		
Alignment with Strategic Plan:	Involving the business community in all of CBA’s activities.		
Project Background:	CBA will benefit greatly if the business community is involved in sponsoring CBA events and establish close relationships with the potential employers of our students.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Sponsorship for CBA activities such as conferences, roadshows, and trade fairs readily available, hence, strong CBA-industry partnership built.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Plan events that can attract businesses to sponsor</li><li>Invite businesses to sponsor potential events</li></ul>	Event Organizers and Director of External Relations	Department chairs and the faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	Initiative to plan good/meaningful events; undesirable demands of sponsors.		
Resources:	Availability of adequate time and funds		
Constraints:	Not every organization is willing to sponsor events.		
Key Stakeholders:	The CBA administration and Business community.		
KPI:	At least two sponsorships responsive with local organizations that are sponsoring the CBA events.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>8.6. Project Title:</b>	Strategic Partnership with Leading Business Schools		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To facilitate knowledge sharing and exchange of best practices in academics.		
<b>Strategic Initiative:</b>	Establish institutional strategic partnership with leading business schools to facilitate the exchange of knowledge.		
<b>Alignment with Strategic Plan:</b>	Building strategic partnership with leading business schools.		
<b>Project Background:</b>	When partnerships are built with peer institutions, the avenues for adapting to best practices, and sharing knowledge and expertise will be many.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Strong academic partnerships are built.		
<b>Project Scope and Deliverables:</b> <ul style="list-style-type: none"> <li>Identify peer business schools for strategic partnerships</li> <li>Communicate with those institutions for desired partnership activities</li> <li>Invite partner institutions to involve in knowledge sharing</li> <li>Adapt best practices of the partner institutions</li> </ul>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Department chairs and Vice Dean for Academic Affairs.	The faculty members	Dean
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	Already established/good business schools are not interested; best practice in the partner institution not necessarily applicable to our social/cultural environment.		
<b>Resources:</b>	Time of Department chairs and faculty members.		
<b>Constraints:</b>	We are not accredited by AACSB yet, so other accredited schools may not want to have partnership.		
<b>Key Stakeholders:</b>	The faculty members and international business schools.		
<b>KPI:</b>	At least two strategic partnerships established with leading business schools in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>8.7. Project Title:</b>	Collaboration with National and International Business Schools		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To collaborate for meaningful research in business disciplines		
<b>Strategic Initiative:</b>	Increase collaboration with national and international business schools in conducting distinguishing research.		
<b>Alignment with Strategic Plan:</b>	Building strategic partnerships with leading business schools.		
<b>Project Background:</b>	It is important to have research collaboration with international academic communities.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Production of high-quality research output.		
<b>Project Scope and Deliverables:</b> <ul style="list-style-type: none"> <li>Identify potential/suitable international business schools for research collaboration</li> <li>Communicate interest</li> <li>Invite scholars for research collaboration</li> </ul>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Vice Dean for Graduate Studies and Research	Department chairs and the faculty members	Dean
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	Some schools may prolong the collaboration process; some researchers may make false commitments; some research outcomes may be undesirable.		
<b>Resources:</b>	Time and efforts of Vice Dean for Graduate Studies and Research and of faculty members.		
<b>Constraints:</b>	CBA is not yet accredited by AACSB, so other, accredited schools may not want to have a partnership.		
<b>Key Stakeholders:</b>	The CBA academic community, international business schools, and distinctive research scholars.		
<b>KPI:</b>	At least 10 publications or any other scholarly output resulting from collaboration with other business schools in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.8. Project Title:	Student Exchange		
Project Manager:	TBA		
Project Aim:	To provide our students with international study experience.		
Strategic Initiative:	Exchange students with selected international business schools.		
Alignment with Strategic Plan:	Building strategic partnerships with leading business schools		
Project Background:	It is important to provide study abroad experience to our students with international business schools.	Start Date: Fall 2014	Completion Date: Ongoing
Project Benefits:	Our students gaining remarkable international learning experiences		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify potential students for exchange</li><li>Identify potential international business schools that are willing for student exchange</li><li>Communicate with those schools</li><li>Arrange for student exchange</li></ul>	Vice Dean for Academic Affairs and Vice Dean for Graduate Studies and Research.	Department chairs and the faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	Schools that are willing to do student exchange may not understand our students’ Islamic values.		
Resources:	Time and efforts of Vice Deans of CBA.		
Constraints:	Cultural norms in our society may constrain the exchange of our female students.		
Key Stakeholders:	The current student body and international business schools.		
KPI:	At least 10 students exchanged with other business schools in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.9. Project Title:	Faculty Exchange Program		
Project Manager:	TBA		
Project Aim:	To gain international experience and exposure for faculty members.		
Strategic Initiative:	Develop agreements with selected international business schools for faculty exchange programs.		
Alignment with Strategic Plan:	Building effective strategic partnerships with leading business schools		
Project Background:	It is essential for faculty members to gain international teaching experience and exposure that would transcend the teaching capabilities.	Start Date: Fall 2014	Completion Date: Ongoing
Project Benefits:	Students gaining meaningful learning experiences when faculty members apply their international experiences in the classrooms.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify faculty members who could go for teaching (exchange) in international institutions</li><li>Look for institutions that could allow their faculty members to come to CBA</li><li>Communicate with potential international business schools</li><li>Arrange for faculty exchange</li></ul>	Vice Dean for Academic Affairs, Vice Dean for Graduate Studies and Research, and Department chairs	Faculty members	University
	Accountable:		
	Dean		
Potential Issues and Risks:	Faculty members from other business schools may not understand the culture of our students		
Resources:	Time and efforts of Vice Deans and department chairs		
Constraints:	Female faculty members may, because of cultural differences, not be able to go to other/ Western countries		
Key Stakeholders:	The faculty members of CBA, the faculty members of international business schools, and current student body.		
KPI:	At least three faculty members having participated in a faculty exchange program in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

8.10. Project Title:	Joint-degree Programs with International Business Schools		
Project Manager:	TBA		
Project Aim:	To develop joint academic programs that would benefit the stakeholders.		
Strategic Initiative:	Develop joint programs with international business schools.		
Alignment with Strategic Plan:	Building strategic partnerships with leading business schools.		
Project Background:	In academia, it is a rich concept to have joint academic programs with well-known/reputed/ well-established and credible institutions.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Students' learning experience enriched.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Explore potential areas for developing joint programs</li><li>Identify international business schools willing to have partnerships and/or joint programs</li><li>Communicate and collaborate on the initiative with partners</li></ul>	Vice Dean for Academic Affairs, Vice Dean for Graduate Studies and Research, and Department chairs.	Faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Several schools that are not academically credible may want to have partnerships; many disciplinary areas that may contradict with social norms and Saudi/Arab culture may have to be dealt with carefully.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and efforts of Vice Deans and department chairs</li><li>Travel expenses if international travel is required as part of the collaboration</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>CBA is not yet accredited by AACSB, so other accredited schools may not want to have partnerships.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Current student body, the faculty members of CBA, the international business schools, and business communities.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least one joint-degree program established within a three-year period.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>9.1. Project Title:</b>	Job Placement and On-campus Recruitment		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To enable CBA graduates to get job placements.		
<b>Strategic Initiative:</b>	Increase job placement and on-campus recruiting.		
<b>Alignment with Strategic Plan:</b>	Enhancing CBA's outreach and involvement in business and other communities.		
<b>Project Background:</b>	Usually, the college has a moral responsibility to help its graduates get suitable employment in their fields of study.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2011	Ongoing
<b>Project Benefits:</b>	CBA graduates employed appropriately and easily.		
<b>Project Scope and Deliverables:</b> <ul style="list-style-type: none"> <li>Organize job fair to enable on-campus recruiting of our students</li> <li>Enhance CBA's community outreach</li> </ul>	<b>Responsible:</b>	<b>Consulted</b>	<b>Informed:</b>
	Placement Unit	Faculty members; alumni; graduating students	Dean
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	Graduates not feeling the pain of "seeking employment"; students perhaps not respecting the significance of a job if jobs are readily available.		
<b>Resources:</b>	Time and efforts of CBA administrators.		
<b>Constraints:</b>	Not many employers might be willing to participate in the job fair.		
<b>Key Stakeholders:</b>	Graduating students, potential employers, Business and other communities (including parents), and the CBA administrators.		
<b>KPI:</b>	At least 40% of the graduating students in a given academic year benefitting from job placement and on-campus recruiting activities.		



## PART 6: IMPLEMENTATION PLAN PROJECTS

9.2. Project Title:	CBA Participation in Local and Regional Events		
Project Manager:	TBA		
Project Aim:	To build and enhance CBA's public image and goodwill.		
Strategic Initiative:	Increase CBA participation in local and regional exhibitions, tradeshow, and other business events.		
Alignment with Strategic Plan:	Enhancing CBA's outreach and involvement in business and other communities.		
Project Background:	It is imperative to build a strong brand image of CBA among the communities and businesses both locally and regionally.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	CBA gaining a substantial respect and reputation amongst the local and regional communities and businesses		
Project Scope and Deliverables:	Responsible:	Consulted	Informed:
<ul style="list-style-type: none"><li>Identify opportunities to build a brand image through exhibitions, tradeshow, and other business events in the regional or local communities</li></ul>	Director of External Relations	Department chairs, Vice Deans of CBA, and the faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some events not yielding great outcomes; some events being too expensive to participate in events.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and money for the type of activities involved and required.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Financial and budget constraints of CBA</li><li>Unawareness of many events happening in the region or locally.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Businesses and communities in the region or the immediate locale</li><li>CBA administrators.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least one (event) participation of CBA in regional or local exhibitions, tradeshow, and other business events in a given academic year.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

9.3. Project Title:	Professional Training & Executive Education		
Project Manager:	TBA		
Project Aim:	To provide professional services to businesses and other communities.		
Strategic Initiative:	Provide professional training, executive education, seminars, and consultation to the business and other communities.		
Alignment with Strategic Plan:	Enhancing CBA's outreach and involvement in business and other communities		
Project Background:	It is always the responsibility of a public business school to provide professional services to businesses and communities.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	CBA's responsibilities and commitment to providing professional and community services fulfilled; businesses and other communities professionally developed as part of a knowledge society being built in Saudi Arabia.		
Project Scope and Deliverables:	Responsible:	Consulted	Informed:
<ul style="list-style-type: none"><li>Identify opportunities for professional training to businesses</li><li>Organize seminars for knowledge sharing and awareness building with communities</li><li>Provide executive education for business managers</li><li>Provide consultancy to businesses to solve applied problems/issues</li></ul>	Vice Dean for Academic Affairs; Director of External Relations; Director of Executive Education	Department chairs; faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	Some training programs and seminars not serving their purposes; some consultancies not yielding the desired outcomes		
Resources:	Time and money, depending on the type of event being planned		
Constraints:	Right expertise may not be available to offer a specific type of training, seminar, or consultancy for specific problems.		
Key Stakeholders:	Businesses and communities and the CBA administration.		
KPI:	At least five professional activities offered to business and other communities in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>9.4. Project Title:</b>	CBA Alumni Database		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	To take advantage of the knowledge and experience of CBA alumni.		
<b>Strategic Initiative:</b>	Create, update, and enrich the CBA Alumni Database.		
<b>Alignment with Strategic Plan:</b>	Enhancing the relationship with CBA alumni.		
<b>Project Background:</b>	Generally, the alumni of a business school are flourishing in the business world. So it is common for schools to take advantage of their knowledge, skills, and expertise to enhance their academics, research, and services.	<b>Start Date:</b>	<b>Completion Date:</b>
		Ongoing	Ongoing
<b>Project Benefits:</b>	The expertise of CBA alumni helping update the curriculum and providing input in several other academic areas		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Alumni Unit	The faculty members	Dean
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>Identify the names and other details of CBA alumni</li> <li>Create and update an alumni database by program-wise alumni details</li> <li>Develop a site for CBA alumni on the Web</li> <li>Provide more representation for alumni in CBA Advisory and Departmental Consultative Councils</li> </ul>	Vice Dean for Quality & Development		
<b>Potential Issues and Risks:</b>	Latest contacts and other details of some of the Alumni potentially unavailable; many successful alumni too busy to participate with CBA		
<b>Resources:</b>	Time and efforts of CBA administrators		
<b>Constraints:</b>	Difficulty of tracing several alumni		
<b>Key Stakeholders:</b>	Businesses and communities, the CBA administration, and current student body.		
<b>KPI:</b>	At least 50% of the total number of CBA alumni included in the Alumni Database with up-to-date information on them.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

9.5. Project Title:	Alumni Involvement		
Project Manager:	TBA		
Project Aim:	To take advantage of the knowledge and experience of CBA alumni.		
Strategic Initiative:	Involve alumni in CBA academic activities.		
Alignment with Strategic Plan:	Enhancing the relationship with the CBA alumni.		
Project Background:	Generally, the alumni of a business school are flourishing in the business world. So it is common for the schools to take advantage of their knowledge, skills, and expertise to enhance their academics, research, and services.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	The expertise of CBA alumni helping update the curriculum and providing input in several other academic activities.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the names and other details of CBA alumni</li><li>Invite them regularly to participate in CBA academic activities</li><li>Provide more representation for alumni in CBA Advisory and Departmental Consultative Councils</li></ul>	Alumni Unit	The faculty members	Dean
	Accountable:		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	Alumni too busy or having “no” academic interest.		
Resources:	Time and efforts of the CBA administrators.		
Constraints:	The busy schedules of successful alumni.		
Key Stakeholders:	Current student body, businesses and communities, and the CBA administrators.		
KPI:	At least three alumni members involved in each program related academic activities in a given academic year.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>9.6. Project Title:</b>	Connect with Alumni and Friends		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Keeping the alumni informed about the developments of CBA.		
<b>Strategic Initiative:</b>	Disseminate CBA publications to alumni and friends.		
<b>Alignment with Strategic Plan:</b>	Enhancing the relationship with the CBA alumni.		
<b>Project Background:</b>	Informing the success stories, intellectual outputs, and other information of CBA to alumni and other constituents of CBA.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2011	Ongoing
<b>Project Benefits:</b>	The Alumni and other constituents of CBA are aware of the developments and achievements of CBA.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Alumni Unit	The faculty members	Dean
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>Keep the alumni and business community aware of the achievements and developments of CBA on a regular basis.</li> <li>Include some of the success stories of the alumni in the CBA publications (i.e., newsletters, etc.).</li> </ul>	Vice Dean for Quality & Development		
<b>Potential Issues and Risks:</b>	Some sensitive / confidential information may be disseminated.		
<b>Resources:</b>	Time and efforts of CBA administrators.		
<b>Constraints:</b>	Not all the CBA alumni contact information is available.		
<b>Key Stakeholders:</b>	Businesses and communities, the current student body, and the CBA administrators.		
<b>KPI:</b>	At least one annual publication of CBA has been distributed to alumni and friends.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

9.7. Project Title:	Relationship with Alumni’ Organizations		
Project Manager:	TBA		
Project Aim:	Linking the business and organizations with CBA.		
Strategic Initiative:	Involve CBA alumni to facilitate the relationship of the CBA with their organizations.		
Alignment with Strategic Plan:	Enhancing the relationship with CBA alumni.		
Project Background:	Generally, the alumni of a business school are flourishing in the business world, so it is good to connect their organizations with CBA to enhance its academics, research capabilities, and services.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Current student body will get immense benefits and resources for their learning		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the alumni who are well-positioned in businesses and organizations</li><li>Urge them to involve their organizations in CBA's academics</li><li>Provide more representation for alumni in CBA's advisory and departmental consultative councils</li></ul>	Alumni Unit	The faculty members	Dean
	Accountable:		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Although the alumni are excited about the opportunity, their organizations may not be interested</li><li>Organizations may want to interfere undesirably in CBA's academics</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and efforts of CBA administrators</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Lack of interest of businesses and organizations</li><li>The governmental bodies in which our alumni are working may have certain regulations that are unfavorable for this venture.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Business communities, governmental bodies, current student body, and the CBA administrators.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least two organizations of alumni members per program have been actively linked and involved on an ongoing basis.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

9.8. Project Title:	Financial Support from Alumni		
Project Manager:	TBA		
Project Aim:	Soliciting financial support from CBA alumni.		
Strategic Initiative:	Encourage CBA alumni members to provide financial and advisory support to CBA activities.		
Alignment with Strategic Plan:	Enhancing the relationship with CBA alumni.		
Project Background:	Several CBA alumni are extremely successful and doing well financially. This is a great opportunity to solicit financial support from them to enhance academic and research activities.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	CBA academics and research could be enhanced.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the alumni who are finally well-off</li><li>Encourage them to donate generously to CBA</li></ul>	Alumni Unit	Dean and the faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>CBA's name may get tarnished in the business community</li><li>Chances for misappropriations of funds are available</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and efforts of CBA administrators</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>The organizational policies of alumni's businesses may not have provisions for such financial disbursement.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Businesses and communities, the CBA administrators, and current student body.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least SR 1,000,000 has been raised for CBA activities through this method.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

10.1. Project Title:	Visibility of CBA to the Community		
Project Manager:	TBA		
Project Aim:	Broadening the exposure of CBA to the community.		
Strategic Initiative:	Expand the visibility of the CBA centers, programs, and activities to the community.		
Alignment with Strategic Plan:	Brand the CBA's image as a leading business school in the local and global communities.		
Project Background:	It is imperative to make the CBA programs, specialized centers, and activities known to the communities that they serve.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Both CBA and the community mutually get benefitted.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
	Director of External Relations	Program/Directors; department chairs	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	• Miscommunication, failed communication, or lack of communication of information		
Resources:	• Time and efforts of CBA administrators		
Constraints:	• Communication channels		
Key Stakeholders:	• The CBA communities, current student body, and the CBA administrators.		
KPI:	• At least 10% increase / improvement in the visibility of CBA with its community: • Increase 10% on the college publications i.e., handbook, annual report, etc. • At least 10% increase in Visitor-count on the CBA website.		



## PART 6: IMPLEMENTATION PLAN PROJECTS

10.2. Project Title:	Participation of CBA in the Public Media		
Project Manager:	TBA		
Project Aim:	Reaching the community with useful / appropriate information related to CBA.		
Strategic Initiative:	Encourage CBA faculty members to participate in the public media.		
Alignment with Strategic Plan:	Brand CBA's image as a leading business school in the local and global communities.		
Project Background:	It is imperative to make the CBA programs, specialized centers, and activities know to the communities that it serves.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	CBA is exposed to the Community for gaining public image.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Encourage faculty members to participate in public media, such as writing in newspaper columns and business magazines and speaking on radio and TV programs</li><li>Invite local schools to visit the CBA</li></ul>	Department chairs	Faculty members	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Accuracy of information being communicated</li><li>Confidentiality of the CBA information being disclosed to the community</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and efforts of faculty members</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Faculty members may not have access to much/complete information on CBA</li><li>Time availability of faculty members</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The CBA faculty members, the CBA administrators, and the CBA community.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least two faculty members from each department have participated in the public media in a given academic year.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

10.3. Project Title:	Participation in National and International Events		
Project Manager:	TBA		
Project Aim:	Increasing the familiarity of the college.		
Strategic Initiative:	Participate in national and international conferences, workshops, seminars, etc.		
Alignment with Strategic Plan:	Brand the CBA's image as a leading business school in the local and global communities.		
Project Background:	Increasing the familiarity of CBA with leading business schools in the local, regional, and global communities is essential.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Mutual benefits between CBA and other leading business schools are very evident.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify and select leading business schools in order to participate with their events (i.e., participation of CBA faculty members in conferences, workshops, seminars, etc.)</li></ul>	Dean	Vice Dean for Academic Affairs	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some events may not yield expected outcomes</li><li>Some events may be too expensive to attend</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and money depending on the nature of the event being selected for participation</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Lack of adequate time to participate in these events</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Leading business schools in the local, regional, and global communities; and the CBA administration.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>CBA has participated in at least five events in a given academic year.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>10.4. Project Title:</b>	CBA Image Building		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Increasing the familiarity of the college.		
<b>Strategic Initiative:</b>	Enhance the CBA image through various promotional products and activities.		
<b>Alignment with Strategic Plan:</b>	Branding the CBA's image as a leading business school in the local and global communities.		
<b>Project Background:</b>	Increasing the familiarity of CBA with its communities is essential.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Mutual benefits between CBA and the communities are very evident.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Dean	Vice Deans of the college, and Department chairs	Dean
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Some efforts may not yield the desired results</li> <li>Some efforts may be too expensive to begin with</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Time and money of CBA administrators depending on the nature of the activity or the promotional products being chosen</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Lack of adequate funds available for this type of activity</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>The CBA communities, current students, and the CBA administrators.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least one promotional product and one activity have been produced/organized in a given academic year that would enhance the CBA's image.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>11.1. Project Title:</b>	Donations from Businesses and Other Organizations		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Seeking donations from businesses and other organizations to increase CBA's resource base.		
<b>Strategic Initiative:</b>	Seek donations from businesses and other organizations to increase CBA's resource base.		
<b>Alignment with Strategic Plan:</b>	Generate more resources from external sources.		
<b>Project Background:</b>	The desire of business and government communities to cooperate in financing education projects.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Additional financial sources will help the college to expand its development project.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Dean	University administration and Director of External Relations Office	Rector
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>Generate donations from business community</li> <li>Solicit donations from government organizations</li> <li>Prizes in the name of business organizations and businessmen to be awarded annually to the best CBA students</li> </ul>	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Rationalization in using donations</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Bank account for donations</li> <li>Committee for donations and donation projects</li> <li>Manpower</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Donors supervision</li> <li>Regulation</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>Business community, government departments, Dean, students, and the public.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least 5% of the CBA financial resources covered through this source.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>11.2. Project Title:</b>	Donations from selected CBA Alumni		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Involving alumni with the activities and development projects of the college.		
<b>Strategic Initiative:</b>	Solicit donations from selected CBA alumni.		
<b>Alignment with Strategic Plan:</b>	Generate more resources from external sources.		
<b>Project Background:</b>	Relationships with former students are playing an important role in developing education all over the world.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	Encouraging affluent former students to participate in financing the college's development projects.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
<ul style="list-style-type: none"> <li>General donations</li> <li>Donations for specific academic activities</li> <li>Prizes in the name of CBA alumni to be awarded annually for best CBA students</li> </ul>	Dean	Department Chairs and Alumni Unit	Rector
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Rationalization in using the donations</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Bank account for donations</li> <li>Committee for donations and donation projects</li> <li>Manpower</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Nil</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>Alumni, current students, the public, and Dean.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>Raise a minimum of SAR 1 million annually.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

11.3. Project Title:	Generating Additional Revenue		
Project Manager:	TBA		
Project Aim:	Generating additional revenue through organizing business events and executive educational opportunities.		
Strategic Initiative:	Generate additional revenue through organizing business seminars, conferences, workshops, and executive educational opportunities.		
Alignment with Strategic Plan:	Generate more resources from external sources.		
Project Background:	Globally, academic events have scientific and financial objectives. The experiences of the CBA in organizing events can be expanded.	Start Date:	Completion Date:
		Fall 2014	Ongoing
Project Benefits:	Generating a permanent resource of revenues to enhance the college activities and projects.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>• Seminars</li><li>• Conferences</li><li>• Workshops</li><li>• Training</li><li>• Executive education</li><li>• Shows (Profession Day)</li></ul>	Dean Department Chairs Director of External Relations		Rector
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>• The quality of events</li><li>• Safety precautions</li></ul>		
Resources:	<ul style="list-style-type: none"><li>• Specialists with events-organizing experience</li><li>• Places for events and accommodation</li><li>• Special unit for events</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>• Visa issuance for external participants</li><li>• Government approval</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>• Global and local faculty members, global and local businessmen, government departments, students, hotels, and catering companies.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>• Generate at least SAR 1 million annually.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

11.4. Project Title:	Business Consultation		
Project Manager:	TBA		
Project Aim:	Building beneficial relationships with businesses in the field of consultation is a permanent source of revenues.		
Strategic Initiative:	Provide consultation to businesses to enhance the college’s income.		
Alignment with Strategic Plan:	Generate more resources from external sources.		
Project Background:	Business firms are in need of consultation expertise of the CBA academic specialists in all areas of business practices.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Increasing the financial capability of the college in implementing its strategic development project.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
• Consultation agreements	Department chairs and the faculty members	King Abdullah Institute for Research	Dean / Rector
	Accountable:		
	Dean		
Potential Issues and Risks:	Resistance of private consultation centers Workload on faculty members		
Resources:	Time availability of faculty members Financial compensation for faculty members		
Constraints:	Governmental permission Limitations of faculty members and the workload		
Key Stakeholders:	The KSU, the CBA, business community, the CBA faculty members, and governmental departments.		
KPI:	Generate a minimum of SAR 1 million annually.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

11.5. Project Title:	Research Projects		
Project Manager:	TBA		
Project Aim:	Enhance the college’s income by providing consultation to the business community to increase the funded research projects.		
Strategic Initiative:	Research projects with business community.		
Alignment with Strategic Plan:	Generate more resources from external sources.		
Project Background:	Business firms are in need of research expertise of the CBA academic specialists in all areas of business practices.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Building beneficial relationships with businesses in the field of research is a permanent source of revenues.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
• Research projects	Dean Department Chairs Research Center manager Director of external relations	Department chairs	Rector
	Accountable:		
	Director of the college’s Research Center		
Potential Issues and Risks:	• Resistance of private research centers • Workload on faculty members		
Resources:	• Time availability of faculty members • Financial compensation for faculty members		
Constraints:	• Governmental permission • Limitations of faculty members and the workload		
Key Stakeholders:	• The KSU, the CBA, business community, the CBA faculty members, and governmental departments.		
KPI:	• At least 10 funded research projects secured annually.		



## PART 6: IMPLEMENTATION PLAN PROJECTS

11.6. Project Title:	Increase in CBA Budget		
Project Manager:	TBA		
Project Aim:	Approaching central administration of the university to get an increase in the annual budget of the CBA.		
Strategic Initiative:	Approach the central administration of the university to get an increase in the annual budget of the CBA.		
Alignment with Strategic Plan:	Request more resources from the KSU Central Administration to CBA.		
Project Background:	The college needs more financial support to cope with the university-planned strategic development projects.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	The college and its commitment with its development projects.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
• The college’s annual budget	Dean	College Council	Rector
	Accountable:		
	Dean		
Potential Issues and Risks:	• Non-approval • Reduction of the required percent		
Resources:	• Justification of the financial increase • The college strategic plan • Meetings with financial departments		
Constraints:	• Approval procedures • Financial limitations at the university		
Key Stakeholders:	• The Rector • The university’s finance department • Dean of CBA • The students		
KPI::	• At least 10 % of increase in the annual budget of the CBA.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

12.1. Project Title:	Committee for NCAAA Accreditation		
Project Manager:	TBA		
Project Aim:	Streamlining the preparations for NCAAA accreditation for undergraduate programs.		
Strategic Initiative:	Appoint committee(s) for preparations towards NCAAA accreditation.		
Alignment with Strategic Plan:	Attain academic accreditation from National Commission on Academic Accreditation and Assessments (NCAAA).		
Project Background:	It is mandatory for the undergraduates to attain NCAAA accreditation as required by Ministry of Higher Education, KSA.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Accreditation ensures that the highest quality of education is offered to our students.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the undergraduate programs required to attain NCAAA accreditation</li><li>Appoint accreditation and quality committees in each department of the CBA</li><li>Release more time from other teaching, research and administrative works for faculty and personnel working on accreditation tasks</li><li>Appoint more specialized and secretarial staff for accreditation works at the departmental and college levels.</li></ul>	Department chairs	Faculty members and current students	Dean
	Accountable:		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some members selected to serve in the committee may not be interested in the nature of tasks</li><li>Some members may only remain on the committee for the namesake benefit and any monetary rewards</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and efforts of department chairs, faculty members and other stakeholders</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Not many faculty members willing to serve on this committee</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>The faculty members, current student body, alumni, business community and the CBA administration.</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least one program level committee appointed for each program.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

12.2. Project Title:	Resources for Accreditation Project		
Project Manager:	TBA		
Project Aim:	Enabling the attainment of NCAAA accreditation for UG programs.		
Strategic Initiative:	Allocate adequate funds and resources for the completion of the project.		
Alignment with Strategic Plan:	Attain academic accreditation from the National Commission on Academic Accreditation and Assessments (NCAAA).		
Project Background:	It is mandatory for the undergraduates to attain accreditation for NCAAA as required by Ministry of Higher Education, KSA.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Accreditation ensures that the highest quality of education is offered to our students.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
	Department chairs	Administrative Manager and Dean of CBA	Dean
	Accountable:		
	Vice Dean for Quality and Development		
Potential Issues and Risks:	• Allocated resources may be unutilized, underutilized, or misused.		
Resources:	• Faculty members’ and Program Administrator’s time • Financial resources to reward the hard work of the committee members • Designated work area (office space), computers, printers, internet connectivity, and other support		
Constraints:	• Required level of resources may NOT be available		
Key Stakeholders:	• Department chairs and CBA administrators		
KPI:	• At least six hours of the teaching load will have been reduced for faculty members in a given academic year. • At least one office space will have been allocated per program.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

12.3. Project Title:	Task Allocation to NCAAA Accreditation Committee Members		
Project Manager:	TBA		
Project Aim:	Allocating responsibilities to NCAAA committee members		
Strategic Initiative:			
Alignment with Strategic Plan:	Attain academic accreditation from National Commission on Academic Accreditation and Assessments (NCAAA)		
Project Background:	It is mandatory for the undergraduates to attain accreditation for NCAAA as required by Ministry of Higher Education, KSA.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Accreditation ensures that the highest quality of education is offered to our students.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Free staff working on accreditation from other loads</li><li>Assign the tasks to committee members depending on their strengths aligned with the types of tasks to be completed with set deadlines</li></ul>	Chair of accreditation committee, Department chair	Vice Dean for Quality and Development	Dean
	Accountable:		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	Some members may not be able to complete the assigned tasks due to: (i) lack of time availability; and (ii) incapability to complete the tasks		
Resources:	Time and efforts of committee members		
Constraints:	Time availability of committee members		
Key Stakeholders:	Faculty members and CBA administrators		
KPI:	At least 70% of the total tasks will have been allocated within the committee members annually.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>12.4. Project Title:</b>	Eligibility for NCAAA Accreditation		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Initiating the programmatic accreditation process with NCAAA.		
<b>Strategic Initiative:</b>	Apply for eligibility to initiate programmatic accreditation from the NCAAA		
<b>Alignment with Strategic Plan:</b>	Attain academic accreditation from National Commission on Academic Accreditation and Assessments (NCAAA).		
<b>Project Background:</b>	It is mandatory for the undergraduates to attain accreditation for NCAAA as required by Ministry of Higher Education, KSA.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2011	Ongoing
<b>Project Benefits:</b>	Accreditation ensures that the highest quality of education is offered to our students.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Department chair	Chair of the accreditation committee	Dean
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>Prepare all the 11 documents required for applying</li> <li>Submit the application to NCAAA</li> </ul>	Vice Dean for Quality and Development		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>The quality and originality of the documents submitted may not be up to the required standards of the NCAAA.</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Time and efforts of accreditation committee</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>The members may not have adequate time to focus on the quality and originality of the reports.</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>Accreditation committee members</li> <li>Department chairs</li> <li>Other administrators of CBA</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least the application for “one program” will have been submitted in a given academic year.</li> </ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

12.5. Project Title:	Self-study Process		
Project Manager:	TBA		
Project Aim:	Identifying and improving the deficiencies of the program.		
Strategic Initiative:	Conduct a programmatic self-study to identify gaps in order to improve the academic deficiencies.		
Alignment with Strategic Plan:	Attain academic accreditation from the National Commission on Academic Accreditation and Assessments (NCAAA).		
Project Background:	It is mandatory for the undergraduates to attain accreditation for NCAAA as required by Ministry of Higher Education, KSA.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	Accreditation ensures that the highest quality of education is offered to our students.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Set priorities for conducting programmatic self-study</li><li>Assign tasks to various committees</li><li>Involve the stakeholders in the self-study</li><li>Write a comprehensive self-study report (SSR)</li></ul>	Department chair and accreditation committee	All the stakeholders	Dean
	Accountable:		
	Vice Dean for Quality & Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>The SSR may be subpar in its quality in relation to the requirements of the NCAAA standards.</li><li>The SSR may not be originally written and authentic up to the required standards of the NCAAA.</li></ul>		
Resources:	<ul style="list-style-type: none"><li>The time and efforts of stakeholders.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Some members may not be able to complete the assigned tasks related to the self-study due to: (i) lack of time availability and (ii) incapability to complete the tasks.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Accreditation committee members</li><li>Department chairs</li><li>Other administrators of the CBA</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least the programmatic self-study will have been completed within a year’s time from the formation of the accreditation committee.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

12.6. Project Title:	Formulation of AACSB Accreditation Committee		
Project Manager:	TBA		
Project Aim:	Streamlining the preparations for AACSB accreditation of the CBA.		
Strategic Initiative:	Appoint committee(s) for preparations for NCAAA accreditation.		
Alignment with Strategic Plan:	Attain Business Accreditation from the Association to Advance Collegiate Schools of Business (AACSB).		
Project Background:	CBA aspires to be accredited by the AACSB as this is the highest level of quality assurance initiative in business education internationally.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	AACSB accreditation ensures the highest quality of education offered to our students and opens up several avenues for internationalization.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Identify the potential members to form the committee</li><li>Form the committee with dedicated members of CBA</li></ul>	Vice Dean for Quality and Development	Department chairs, Administrative Manager, and Dean	Dean
	Accountable:		
	Vice Dean for Quality and Development		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>Some members selected to serve on the committee may not be interested in the nature of tasks</li><li>Some members may only remain on the committee for the namesake benefit and any monetary rewards</li></ul>		
Resources:	<ul style="list-style-type: none"><li>Time and efforts of department chairs, faculty members and other stakeholders.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Few faculty members willing to serve on this committee.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Faculty members</li><li>Current student body</li><li>Alumni</li><li>Business community</li><li>CBA administration</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least the committee will have been formed with dedicated and committed members.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>12.7. Project Title:</b>	Resources for AACSB Accreditation		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Enabling the attainment of AACSB accreditation by CBA.		
<b>Strategic Initiative:</b>	Allocate adequate funds and resources for the completion of the project.		
<b>Alignment with Strategic Plan:</b>	Attain Business Accreditation from Association to Advance Collegiate Schools of Business (AACSB).		
<b>Project Background:</b>	CBA aspires to be accredited by the AACSB as this is the highest level of quality assurance initiative in business education internationally.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2011	Ongoing
<b>Project Benefits:</b>	AACSB accreditation ensures the highest quality of education offered to our students and opens up several avenues for internationalization.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	Vice Dean for Quality and Development	Administrative Manager and Dean	Dean
	<b>Accountable:</b>		
<ul style="list-style-type: none"> <li>Allocate adequate resources for the completion of the project</li> <li>Reduce teaching and other administrative committee loads of committee members</li> <li>Provide adequate financial support for activities of the committee</li> <li>Provide adequate infrastructure, equipment, and technological resources.</li> </ul>	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>Allocated resources may be unutilized, underutilized, or misused.</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Faculty members and Program Administrator's time</li> <li>Financial resources to reward the hard work of the committee members</li> <li>Designated work area (office space), computers, printers, internet connectivity, and other support</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Required level of resources may NOT be available</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>The faculty members, Department chairs, and the CBA administrators.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least six hours of the teaching load has been reduced for faculty members in a given academic year.</li> <li>At least one office space has been allocated per program.</li> </ul>		



## PART 6: IMPLEMENTATION PLAN PROJECTS

12.8. Project Title:	Pre-Accreditation Eligibility from AACSB		
Project Manager:	TBA		
Project Aim:	Initiating the AACSB accreditation process.		
Strategic Initiative:	Assign tasks to committee members with set deadlines for obtaining eligibility.		
Alignment with Strategic Plan:	Attain Business Accreditation from Association to Advance Collegiate Schools of Business (AACSB).		
Project Background:	CBA aspires to be accredited by the AACSB as this is the highest level of quality assurance initiative in business education internationally.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	AACSB accreditation ensures the highest quality of education offered to our students and opens up several avenues for internationalization.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
	Vice Dean for Quality and Development	AACSB Accreditation Committee	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	• The quality and originality of the documents submitted may not be up to the required standards of AACSB		
Resources:	• Time and efforts of AACSB accreditation committee		
Constraints:	• The members may not have adequate time to focus on the quality and originality of the reports.		
Key Stakeholders:	• AACSB accreditation committee members • Department chairs • Other Administrators of CBA		
KPI:	• At least the Pre-Accreditation Eligibility application is submitted on or before June 2011.		

## PART 6: IMPLEMENTATION PLAN PROJECTS

12.9. Project Title:	Standards Alignment Plan (SAP)		
Project Manager:	TBA		
Project Aim:	Aligning CBA quality with AACSB standards, identifying the gaps, and preparing an action plan for improving the deficiencies.		
Strategic Initiative:	Apply for eligibility to initiate programmatic accreditation from the NCAAA.		
Alignment with Strategic Plan:	Attain Business Accreditation from Association to Advance Collegiate Schools of Business (AACSB).		
Project Background:	CBA aspires to be accredited by the AACSB as this is the highest level of quality assurance initiative in business education internationally.	Start Date:	Completion Date:
		Fall 2011	Ongoing
Project Benefits:	AACSB accreditation ensures the highest quality of education offered to our students and opens up several avenues for internationalization.		
Project Scope and Deliverables:	Responsible:	Consulted:	Informed:
<ul style="list-style-type: none"><li>Set priorities for writing the Standards Alignment Plan (SAP)</li><li>Assign tasks to various committees</li><li>Involve the stakeholders in the SAP development process</li></ul>	Vice Dean for Quality and Development	Mentor and AACSB Accreditation Committee	Dean
	Accountable:		
	Dean		
Potential Issues and Risks:	<ul style="list-style-type: none"><li>The SAP may be subpar in its quality its quality in relation to the requirements of the AACSB standards</li></ul>		
Resources:	<ul style="list-style-type: none"><li>The SAP may not be originally written and authentic up to the required standards of AACSB.</li></ul>		
Constraints:	<ul style="list-style-type: none"><li>Some members may not be able to complete the assigned tasks related to the self-study due to: (i) lack of time availability and (ii) incapability to complete the tasks.</li></ul>		
Key Stakeholders:	<ul style="list-style-type: none"><li>Accreditation committee members</li><li>Department chairs</li><li>Other administrators of CBA</li></ul>		
KPI:	<ul style="list-style-type: none"><li>At least the SAP will have been completed within a year time from the date when eligibility for pre-accreditation was obtained.</li></ul>		

## PART 6: IMPLEMENTATION PLAN PROJECTS

<b>12.10. Project Title:</b>	Peer Review Team (PRT) Visit		
<b>Project Manager:</b>	TBA		
<b>Project Aim:</b>	Reviewing the quality of CBA through PRT Panel visit		
<b>Strategic Initiative:</b>	Work with a peer-review team (PRT) to improve academic processes based on the PRT's recommendations.		
<b>Alignment with Strategic Plan:</b>	Attain Business Accreditation from Association to Advance Collegiate Schools of Business (AACSB)		
<b>Project Background:</b>	CBA aspires to be accredited by the AACSB as this is the highest level of quality assurance initiative in business education internationally.	<b>Start Date:</b>	<b>Completion Date:</b>
		Fall 2014	Ongoing
<b>Project Benefits:</b>	AACSB accreditation ensures the highest quality of education offered to our students and opens up several avenues for internationalization.		
<b>Project Scope and Deliverables:</b>	<b>Responsible:</b>	<b>Consulted:</b>	<b>Informed:</b>
	<ul style="list-style-type: none"> <li>Invite the Peer Review Team for visit</li> <li>Organize the documents and evidences prior to the visit</li> <li>Coordinate the visit of the panel</li> <li>Cope with the panel's concerns and recommendations</li> <li>Propose action plans for continuous improvement</li> </ul>	AACSB Mentor, AACSB Accreditation Committee, the faculty members, and other stakeholders.	Dean
	<b>Accountable:</b>		
	Dean		
<b>Potential Issues and Risks:</b>	<ul style="list-style-type: none"> <li>The documents and evidences may not be up to the expected standards of AACSB.</li> <li>Some stakeholders may not cooperate or be available for the visitation process.</li> </ul>		
<b>Resources:</b>	<ul style="list-style-type: none"> <li>Time and availability of AACSB committee members, stakeholders, and CBA administrators.</li> </ul>		
<b>Constraints:</b>	<ul style="list-style-type: none"> <li>Stakeholders may not be prepared to meet the review panel or may not be available for participation.</li> </ul>		
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>The faculty members, students, alumni, business and community, and the CBA administrators.</li> </ul>		
<b>KPI:</b>	<ul style="list-style-type: none"> <li>At least the PRT visit will have been scheduled within five years from the eligibility clearance from AACSB.</li> </ul>		

## PART 7: SUGGESTED BUDGET

The following schedule provides the suggested budget for the implementation of the strategic objectives

Strategic Thrust Area	Strategic Objective	Budget Suggested	Possible Source
Education	Select highly competent students into its programs	No special budget required	-----
	Enhance academic programs and teaching practices that are in line with both international academic standards and market/stakeholder needs	SR 700,000 to hire international experts / for e-learning and simulations	University
	Provide students with adequate support services and opportunities for participating in extracurricular activities	SR 300,000 to hire psychologists and social workers	University
Research	Develop and support a more active research culture at the CBA	SR 500,000 to train faculty in research methodology by involving international experts in research	Research Center at CBA
	Encourage and facilitate the production of high quality scholarly output through optimal utilization of internal and external research resources available to CBA members	SR1,000,000 for supporting research	Research Center at CBA

## PART 7: SUGGESTED BUDGET

Strategic Thrust Area	Strategic Objective	Budget Suggested	Possible Source
Faculty and Staff	Recruit, recognize, and retain outstanding national and international faculty members and staff to achieve CBA's goals in education, research and services	SR 1,000,000 for recruitment	University
	Develop skills of faculty members in teaching and research and job-skills of staff members in variety of administrative areas	SR 800,000	Deanship of Skills Development
Partnerships	Build strategic partnerships with the business communities and leading business schools and involve them in all CBA activities	No special budget required	
	Enhance the CBA's outreach relationship with alumni and involvement in related communities	SR 100,000 for Alumni Meet	
	Brand the CBA's image as a leading business school in the local and global communities	SR 500,000 to participate in exhibitions, tradeshow, and other events	
Resources	Generate more resources from internal and external sources	No special budget required	-----
Accreditation	Attain academic accreditation from both national and international accreditation bodies	SR 6,000,000 for preparation toward accreditation	Deanship of Quality

## PART 8: RISK-MANAGEMENT PLAN

Within the framework of the Strategic Plan, there are a number of factors that could lead the latter to deviate from the course set for it to achieve its goals. The problem would start with the failure to achieve the goals of the developmental programs and initiatives that would be estimated by Key Performance Indicators (KPI). That failure would lead to the deviation from what was planned for the sub-goals. Finally, failures would pile up at the level of the sub-goals and make their way to the core goal.

Studies point to a number of factors at the origin of such failures. In fact, planning itself may carry within it causes of failure. These may be in the exaggerated hopes that may play roles when setting up the plan's objectives or the lack of sufficient resources—whether human or financial—to meet the plan's requirements. Even when the plan's goals are objective and reasonable, we can still identify at least five factors that could bring about failure for CBA's Strategic Plan:

### Identification of Risks

The processes followed for potential risks identification in the college were brainstorming, inception of relevant reports and documents, analysis of tasks, and interviews.

### Risk Areas

Major Risk Areas	Risks	Indicators (Annually)
1. Educational opportunities: Higher level of CGPA requirements for student admissions	Resistance by community	Number of students admitted
2. Faculty Resources: Recruiting distinguished faculty members	Unable to attract eminent faculty members	Number of renowned faculty members recruited
3. Technology in teaching	Resistance of some faculty members and some students	Number of faculty members and courses using the latest technology in teaching and learning
4. Research: Creating a research culture at CBA	Availability of free time for faculty research; reduction in teaching load	Number of faculty members actively involved in quality research

## PART 8: RISK-MANAGEMENT PLAN

Major Risk Areas	Risks	Indicators (Annually)
5. Research: Production of interdisciplinary and interdepartmental research output	Some departments may not cooperate for joint research Some faculty members may not collaborate for interdisciplinary research	Number of joint research outputs
6. Mandatory research & publication requirement for doctoral students	Some of the doctoral students may not be able to publish the required paper; hence, their graduation may be hampered	Number of doctoral students published during their studentship with CBA
7. Involving industry professionals in teaching activities at CBA	Business Professionals are too busy to be involved in CBA	Number of Professionals being invited for guest lectures, seminars, etc.
8. Appointment of teaching assistants (TA) in female section	Many of the female TAs are unwilling to go abroad for higher studies	Number of female TAs who have earned higher qualifications abroad
9. Student exchange & faculty exchange	Schools that are open to student exchange may not understand the Islamic values of our students	Number of students and faculty members participating in exchanges
10. Partnership with leading business schools internationally	The best practice in the partner institution may not be applicable to our social/cultural environment.	Number of successful partnerships created and maintained

**Scope:** This communication plan is related to all communications related to the strategic plan and its implementation. It has been created in the context of the overall CBA communication plan and policies.

### Communication Objectives:

- To make sure all stakeholders are aware of the progress of the strategic plan
- To gain buy-in from stakeholders and keep them supportive of the execution plan
- To get feedback and input from all involved parties about the implementation of the strategic plan
- To support, monitor, control, and successfully implement the strategic plan

### General Communications Guidelines:

- All messages will be audience-specific.
- Messages will be distributed through an appropriate channel.
- The team will communicate what people who need to know *before* they need to know it.
- Communication will be tailored based on what people need to know.
- All critical communications must be approved by management prior to distribution.
- Only the director of strategic planning or the vice dean for quality will be able to distribute the official press releases.
- Project-wide meetings will be held at all important milestones.
- Regular, unbiased reporting will be undertaken.
- The project team will listen and act on feedback.

**Targeted Constituencies:** Head of strategic planning at the university; dean; vice deans at CBA; Chair of departments; head of units; team leaders of taskforces for the implementation plan; faculty and staff; businesses and communities; current students; and alumni.



## PART 9: COMMUNICATION PLAN

### Key Messages:

CBA will be reporting to different stakeholders different messages regarding the strategic plan depending on their concerns and involvement. Most communications will be related to one of the following messages:

- **General Orientation:** About the mission, vision, and values of the institution
- **The progress** of the strategic plan in general
- **Project Status:** Whether the project is currently operating within the agreed schedule, budget, and quality targets
- **Project Issues:** The impact of the issues currently affecting the project and the actions taken to resolve them
- **Project Risks:** The risks that may affect the project and the actions taken to mitigate, avoid, or reduce them
- **Project Deliverables:** The deliverables completed to date and the items that are scheduled for completion within the next reporting period.
- **Project Resources:** The overall level of resourcing in relation to the Resource Plan and any resource constraints currently affecting the project.

### Feedback Mechanisms:

Feedback will be obtained after main communication activities in one of the following methods:

- Surveys
- Feedback forms
- Complaint forms
- Telephone surveys
- Independent audits at various units

## PART 10: CHANGE MANAGEMENT PLAN

The primary purpose of this Change Management Plan is to delineate the system for requesting, evaluating, deciding, and tracking possible changes to the CBA Strategic Plan's scope, execution, and deliverables. The plan will establish a Change Control Process that delineates the method by which proposed changes are approved or rejected based on the analysis of the change and the implication of the proposed changes on schedule, budget, and scope and explains a procedure by which the strategic plan project team members and stakeholders can request changes. The project-management office will manage those requests and defines how the results of analysis and evaluation are recorded. Furthermore, the Change Management Plan provides a method of controlling and monitoring strategic plan project changes. Anticipated change is defined as any activity that alters the scope, schedule, deliverables, or costs of the project. The key objectives of this plan are to identify changes in scope or other unplanned activity in advance and to control them; ensure that new requested changes are justified and that affected deliverables are identified and modified accordingly; obtain authorization to proceed with the changes and assign them to appropriate individuals to be completed; and monitor the progress and cost of the changes.

## Appendix - A: Examples of Scholarly work

1. Research articles published in a peer reviewed journal
2. Research articles published in a non-peer reviewed journal
3. Research monograph
4. Book
5. Chapters in a book
6. Peer reviewed conference proceeding
7. Peer reviewed paper presentation
8. Faculty research seminar

Source: [www.aacsb.edu/resources](http://www.aacsb.edu/resources)

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