



الخطة الاستراتيجية لكلية إدارة الأعمال

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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. Since its inception, the CBA has been graduating many outstanding business professionals, entrepreneurs, and political leaders in Saudi Arabia and in the Middle East region.

Parallel to the Strategic Plan 2030 of KSU, the CBA developed its Strategic Plan for the period of 2011–2016 and was successful in its implementation. Now, the CBA's Strategic Plan 2017–2021 has been developed following an assessment of its current state and future ambitions. The CBA has integrated the opinions and views of all its stakeholders over a 12 month period in formulating the Strategic Plan. These views and opinions integrate a holistic view of short-term and long-term expectations for its shareholders. Furthermore, the process provides real and achievable objectives that fall within the resources provided to the college. Within this context, the Strategic Plan of the CBA has been developed with six strategic thrust areas: (1) Accreditation, (2) Education, (3) Faculty and Staff, (4) Partnerships, (5) Research, and (6) Resources. These areas of thrust are standard strategic areas for business schools and are widely accepted. Throughout the next 5 years, the CBA will work to continuously improve and refine these areas of thrust, thereby achieving the overall mission and objectives of the college and university.

BACKGROUND

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 24 colleges, and offers more than 450 programs among 66% of which are at the graduate level. There are also 6 central supporting deanships. The university currently has 60,509 students and 7,518 academic staff, who come from 42 different countries.

KSU is ranked among global universities - a genuine indication of its rising international reputation. In 2016, KSU received recognition from notable international academic ranking agencies: 1st place in the Arab world, 36th in Asia, 298th globally according to Webometrics. KSU was also ranked 501-600th globally by Times Higher Education – The World Ranking (2016 -2017), and 151-200th in the Shanghai Jiao Tong ranking (2015).

Within the framework of higher education in Saudi Arabia, the Council of 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 Education. Normally, the Vice Rectors are appointed by the Ministry of Education.

OVERVIEW

The College of Business Administration (CBA) was founded in 1959. Since then, the CBA has educated many prominent business professionals, entrepreneurs, and political leaders in Saudi Arabia and in the Middle East. At the CBA, the Dean is the Chief Officer who is appointed by the Minister of Education upon the recommendation of the Rector of the university. Vice Deans assist the Dean in fulfilling the mission and objectives of the college. 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 the CBA are centralized and funded at the university level (**See Figure 1**).

The CBA programs reflect the mission of the college and the needs of its stakeholders. The CBA encourages and supports students to achieve excellence in their personal and academic career. Its dedicated learning support resources create a distinctive learning environment in the college. Additionally, the CBA is committed to offering effective educational programs to aspiring mid-career business professionals at the graduate level. The graduate programs offered at the CBA are very competitive, and as such, the CBA has established a set of stringent admission criteria in order to identify and select only committed students with high potential for success in its rigorous programs.

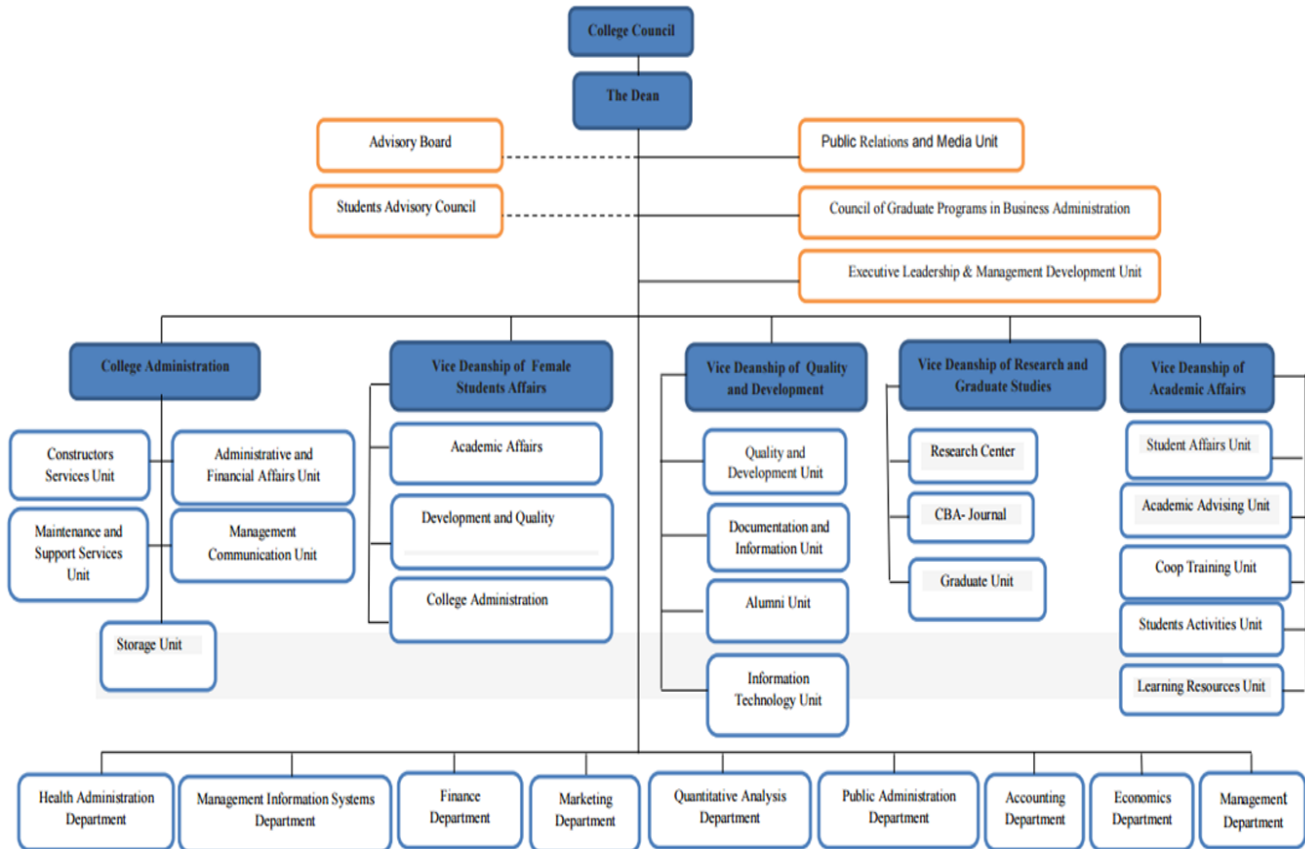


Figure 1: Organizational Structure of the CBA

The program offerings of the CBA include bachelors, masters, and doctoral level degrees. The student body at the 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 on the university level to discuss issues related to academics at the college; this electronic portal serves as a major forum for student to interact with faculty members, administrators, or with other students. The E-Portal is a tool for the administration to help understand and monitor student views, opinions, and grievances, both freely and effectively, in a positive manner and without solicitation of any kind.

INTRODUCTION

The Strategic Plan assists in creating a roadmap to achieve the CBAs mission through periodically measuring certain Key Performance Indicators (KPIs). The strategic framework defines how and where the CBA is heading. In this Strategic Plan, the CBAs vision, mission, values, goals, and objectives are stated clearly; and are based on various evidences collected from different sources like committees, top management, employers, alumni, students, faculty, and academic staff members. The CBA uses the Strategic Plan as a guide throughout its 5-year life, and at the end reviews and establishes the plan for the next 5-years. The fundamental intent of this process is to combine excellence with commitment to innovation, impact, and engagement within the educational environment of the CBA. The CBA confirms efforts to continuously improve the overall outcomes especially in excellence of education, research, as well as community engagement as shown in **Figure 2:**

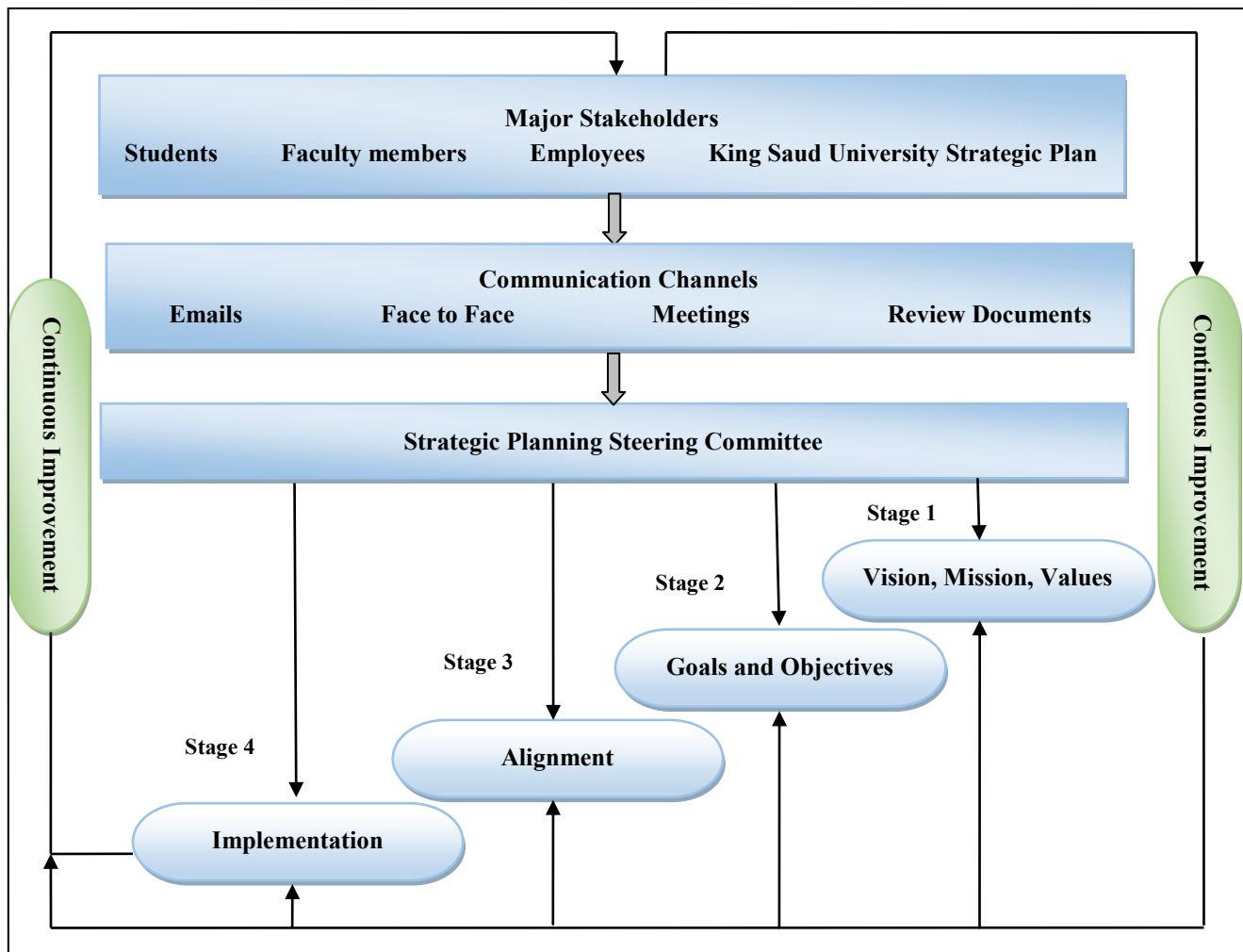


Figure 2: The CBA Strategic Plan Roadmap

The Strategic Planning Process

The 2017-2021 Strategic Plan was developed over one year through a formal process led mainly by the assigned Strategic Planning Committee and was headed inclusively by either the Dean or the Vice Dean of Quality and Development. The committee members, appointed by the Dean of the College, represented all academic departments in the CBA. The main responsibilities of the committee were:

1. Assessing the outcomes of the last strategic plan (2011-2016).
2. Collecting and analyzing recent data of all related programs in alignment with faculty members, as well as market needs. Consulting KSU Strategic Plan members to suggest essential steps needed to be considered while developing the current plan.
3. Benchmarking studies of local and international Business Schools (list of Comparison Group) which include comparable schools, competitive schools, as well as aspirant schools.
4. Contacting all faculty members to give feedback about the current and next Strategic Plan.
5. Gathering and analyzing inputs from different stakeholders including employers, administrators, staff, alumni, and students at the CBA.

The final Strategic Plan includes the Strategic Planning Committee's revised vision and mission statements, core values, and goals supported by the six thrust areas. The six strategic thrust areas: (1) Education, (2) Research, (3) Faculty and Staff, (4) Partnerships, (5) Accreditation, and (6) Resources, are standard strategic areas for business schools and are widely accepted.

1. **Education:** First and foremost, education is the foundation in which this institution exists and is the basis in which it functions. Providing a wholesome and holistic educational experience, in which stakeholders can benefit, defines the CBA and the university as a whole. A proper education at the college level provides an important segue for students to further their knowledge and thus enabling them to become successful in their future endeavours, and the CBA is dedicated to providing the guidance and tools needed to ensure that students achieve this goal.
2. **Research:** The CBA is committed creating innovative and impactful research to its community, the region, and to the world. The CBA encourages its faculty and staff to produce research that enhances current business practices by building upon the current pool of knowledge, and by creating new areas of research that may have otherwise been overlooked. At the CBA, the sustaining of research is also seen as a supplement to providing quality instruction to its students, and to stay abreast to the latest changes and trends in business administration.
3. **Faculty and Staff:** The CBA is dedicated and has always strived to attract and maintain a qualified and diverse faculty and staff pool. The college will stop at nothing to obtain the most qualified individuals from around the world to contribute in enhancing the quality of instruction and research. The CBA believes that its qualified and diverse faculty pool is the synthesis in which the different elements of the CBA function.
4. **Partnerships:** The CBA strongly believes in brokering an open dialogue between its community and businesses, thereby establishing essential partnerships that enhance the overall reputation.

- 5. Accreditation:** The CBA views accreditation as a validation of its core mission and objectives and as a benchmark for maintaining superior educational output. The CBA believes that national and international accreditation is an important symbol for quality of education provided, and as a motivation and basis for improvement. Although national accreditation is needed for government funding purposes, it sets a foundational standard for the level of education provided on the national level. International accreditation provides a benchmark for the CBA to compete on a global level by proving that it provides world-class instruction to its students.
- 6. Resources:** The primary funding source for the CBA is from the Saudi government. The university submits a budget plan for the next fiscal year and the government either accepts the budget as is or asks for adjustments. Being the sole provider for funds, the government dictates the majority of its allocation. The CBA has recently taken steps to wean itself off of public funds by initiating the establishment of several self-funding programs. These programs are in line with the CBAs strategic mission and objectives as well as KSUs. The CBA strongly believes in utilizing its core competencies to generate the resources it needs to function and eventually become self-sustaining.

The CBA Vision

The vision of the CBA is: “To be a leader in business education and research, at the national and international levels, that contributes to building a knowledge-based economy”.

The CBA Mission

The mission of the CBA is: “Creating a distinctive educational environment to prepare business professionals and leaders with international perspectives; conducting research that contributes to the advancement of business knowledge and economic development; and building effective partnerships with local and global communities.”

The CBA Core Values



Strategic Goals and Objectives of the CBA

The following are the Strategic Goals and Objectives of the CBA:

1. Education

Goal	Deliver an educational environment that ensures quality of business education at the CBA.
Objective 1	Admit highly capable and eligible students into its programs.
Objective 2	Support academic programs and effective teaching practices that are in line with both national and international academic standards to meet market/stakeholder needs.
Objective 3	Promote excellence through academic and extracurricular activities.

2. Research

Goal	Support research studies that engage professional development and scholarly efforts, and that impact the application and dissemination of business knowledge.
Objective 4	Enhance quality research through building a research culture at the CBA.
Objective 5	Support and promote ethical business practices, learning, pedagogy, research, and discipline based scholarship.

3. Faculty and Staff

Goal	Recruit and retain high quality faculty and staff to improve the overall performance of the college.
Objective 6	Embrace diverse individuals (faculty, staff, and students) that value the opportunity to work and learn.
Objective 7	Promote intellectual and professional development of faculty and staff through focusing on effective communications, critical thinking, and expanding key business disciplines.

4. Partnership

Goal	Strengthen partnerships with business communities, professional organizations, and industry to improve niche programs and to enhance training and job placement.
Objective 8	Pursue collaborative partnership between the CBA and leading business organizations and schools to encourage learning, cooperative training, and community engagement.
Objective 9	Expand and maintain alumni relationships and engagement in the community.
Objective 10	Build the CBA's reputation, nationally and internationally, by developing and providing a quality educational experience.

5. Accreditation

Goal	Maintain programmatic accreditations attained from national and international accreditation bodies.
Objective 11	Maintain programmatic accreditations obtained from EEC and AACSB.
Objective 12	Obtain programmatic accreditation for graduate programs from EEC.

6. Resources

Goal	Maintain economically sustainable resources, practices, and policies to enhance continued excellence.
Objective 13	Generate additional resources by utilizing organic growth opportunities based on the CBA's core competencies.

STRATEGIC OBJECTIVES AND INITIATIVES OF THE CBA

Objective 1	Admit highly capable and eligible students into its programs.
Initiative 1.1	Maintain and continuously upgrade admissions criteria to ensure the quality of student intake.
Initiative 1.2	Maintain diversity, through admission, in the CBA's student body.
Objective 2	Support academic programs and effective teaching practices that are in line with both national and international academic standards to meet market/ stakeholder needs.
Initiative 2.1	Conduct a market-need analysis to find out the competencies needed among students.
Initiative 2.2	Periodically review, update, and develop academic programs.
Initiative 2.3	Clearly communicate, to all faculty members, the CBA's academic expectations of teaching and Assurance of Learning.
Initiative 2.4	Communicate the CBA's expectations of learning and academic performance to all students.
Initiative 2.5	Increase the use of technology in teaching and learning.
Initiative 2.6	Use effective and innovative teaching methods such as case studies, business simulation clubs, role-playing, cooperative learning, and group projects.
Initiative 2.7	Develop an academic culture related to students learning and academic performance.
Objective 3	Promote excellence through academic and extracurricular activities.
Initiative 3.1	Enhance services offered by the student services unit to provide academic advising, social and psychological counseling, career-planning advice, and placement services to all students.
Initiative 3.2	Maintain a high standard of student services, including catering, photocopying and printing facilities, IT services, and information resources.
Initiative 3.3	Enhance the extracurricular programs in the following areas: social, sports, intellectual, cultural, community, and environment.
Initiative 3.4	Increase job placement and on-campus recruiting.

Objective 4	Enhance quality research through building a research culture at the CBA.
Initiative 4.1	Emphasize research as a priority at the CBA.
Initiative 4.2	Encourage and publicly recognize research contributions.
Initiative 4.3	Provide incentives for faculty and students to be actively engaged in research.
Initiative 4.4	Ensure each department develops a research plan.
Objective 5	Support and promote ethical business practices, learning, pedagogy, research, and discipline based scholarship.
Initiative 5.1	Increase the quantity of publications in peer-reviewed journals (PRJs) annually.
Initiative 5.2	Enforce the policy that requires doctoral-level students to publish at least two research articles in a peer-reviewed journal before graduation; encourage master's level students to do so.
Initiative 5.3	Identify available research grants, and encourage faculty members to benefit from these grants.
Objective 6	Embrace diverse individuals (faculty, staff, and students) that values the opportunity to work and learn.
Initiative 6.1	Invite professionals and practitioners to participate in teaching at the CBA.
Initiative 6.2	Assess the level of faculty and staff satisfaction.
Initiative 6.3	Establish a mechanism to reward outstanding teaching, research, and service performance.
Objective 7	Promote intellectual and professional development of faculty and staff through focusing on effective communications, critical thinking, and expanding key business disciplines.
Initiative 7.1	Dedicate efforts to build an innovative environment.

Objective 8	Pursue collaborative partnerships between the CBA and leading business organizations and schools to engage learning, cooperative training, and community engagement.
Initiative 8.1	Involve the business community on departmental advisory boards.
Initiative 8.2	Establish institutional strategic partnerships with business schools, both nationally and internationally, to facilitate the exchange of knowledge.
Initiative 8.3	Provide professional training, executive education, seminars, and consultation to the business and other communities.

Objective 9	Expand and maintain alumni relationships and engagement in the community.
Initiative 9.1	Create, update, and enrich the CBA Alumni Database.
Initiative 9.2	Involve alumni in feasible activities at the department level.
Initiative 9.3	Increase the CBA's participation in local and regional exhibitions, tradeshow, and other business events.
Initiative 9.4	Increase the CBA's participation with other communities, including local schools, to spread knowledge about business education and attract distinguished high school graduates to consider business education as a future career.

Objective 10	Build the CBA's reputation, nationally and internationally, by developing and providing a quality educational experience.
Initiative 10.1	Encourage CBA faculty members to participate in the public media.
Initiative 10.2	Continually update the CBA website with valid and useful information.

Objective 11	Obtain programmatic accreditation for graduate programs from EEC .
Initiative 11.1	Conduct a programmatic self-study to identify gaps in order to improve academic deficiencies.
Initiative 11.2	Reconstitute the CBA level accreditation committee with dedicated CBA members.
Initiative 11.3	Plan and work towards obtaining graduate EEC accreditation.

Objective 12	Maintain programmatic accreditations obtained from EEC and AACSB.
Initiative 12.1	Conduct a programmatic self-study to identify gaps in order to improve academic deficiencies.
Initiative 12.2	Reconstitute the CBA level accreditation committee with dedicated members.
Initiative 12.3	Plan and work towards maintenance of EEC and AACSB accreditation.
Objective 13	Generate additional resources by utilizing organic growth opportunities based on the CBA's core competencies.
Initiative 13.1	Generate additional revenue through organizing business seminars, conferences, workshops, and executive educational opportunities.
Initiative 13.2	Provide consultation to businesses to enhance the college's income.



GENERAL IMPLEMENTATION GUIDELINES

The implementation of the Strategic Plan is inclusive of all stakeholders and is generally overseen by the Dean of the CBA. The implementation process is followed through by the Dean, Vice Deans, Chairs of Programs, and other such entities. These entities are assigned specific responsibilities by the Dean, and must report to him on the progress of their implementation of the Strategic Plan. The College Counsel serves as a forum in which discussions about how to resolve issues that may arise are expressed, and an open discussion about how to deal with the issues among the members can take place.

The CBA prides itself in knowing that all stakeholders, without an exception, have a voice. There are many channels of communications through which all stakeholders can express concerns pertaining to the implementation of the Strategic Plan, and these channels provide a means to which even students can voice their concerns directly to the Dean. Faculty members can also voice their concerns through the Department Counsel, or directly to their respective chairs.

The CBA recognizes that the implementation of the Strategic Plan is not a one way road, but involves a duplex approach of give and take.

SYNERGY OF CBA STRATEGIC PLAN WITH KSU PLAN

Correlation of KSU and CBA Visions:

The KSU vision is: “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, at the national and international levels, that contributes to building a knowledge-based economy”. Both vision statements concentrate on leadership in knowledge building. But the CBA’s vision is concerned with its specific field of knowledge, which includes Health Administration, Accounting, Public Administration, Business, and Economics.

Synergy of KSU and CBA missions:

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 “Creating a distinctive educational environment to prepare business professionals and leaders with international perspectives; conducting research that contributes to the advancement of business knowledge and economic development; and building effective partnerships with local and global communities”. These two missions are correlated in their aspects as shown in **Table 1**:

Table 1: Correlation of KSU and the CBA missions

No.	Aspects	KSU Mission	CBA Mission
1	Education	Providing distinctive education	Creating a distinctive educational environment.
2	Research	Producing creative research	Conducting research.
3	Social Responsibility	Serving society	Preparing business professionals and leaders with international perspectives.
4	Knowledge	Building the knowledge economy and community through learning	Advancing business knowledge and economic development.
5	Technology	Using technology optimally	Creating a distinctive educational environment.
6	Partnerships	Building effective international partnership	Effective partnership with local and global communities.



Correlation of Strategic Objectives:

The KSU plan has nine strategic objectives to support its mission, as shown in **Table 2**:

Table 2: KSU Strategic Objectives

No.	Strategic Objectives	Description
1	Good in everywhere, 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 sets 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.
7	Sustainable future	Build KSU's endowment and diversify sources of funding.
8	Flexibility and accountability	Create a performance contract with the government.
9	Organizing for purpose	Establish an organization and governance model that supports KSU's mission.

Strategic objectives and initiatives

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

KSU's mission

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**

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 volume, 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

Supportive learning environment

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

Sustainable future

Build KSU's endowment and diversify sources of funding

Flexibility and accountability

Create a performance contract with the government

Organizing for purpose

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

Figure 3: Mapping the CBA Strategic Objectives with KSU's Nine Objectives

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. **Figure 3** shows the nine strategic objectives. The next **Table 3** shows how each CBA strategic objective intersects with KSU's nine strategic objective.

Table 3: Mapping of CBA's Strategic Objectives with KSU's nine Objectives

KSU Objectives CBA Objectives	Good everywhere; great in focus area	Distinctive faculty	Less is more	Stronger graduates	Building bridges	Supporting learning environment	Sustainable future	Flexibility and accountability	Organizing for purpose
1) Admit highly capable and eligible students into its programs.				*					
2) Support academic programs and effective teaching practices that are in line with both national and international academic standards to meet market/stakeholder needs.			*	*					
3) Promote excellence through academic and extracurricular activities.				*		*			*
4) Enhance quality research through building a research culture at the CBA.									*
5) Support and promote ethical business practices, learning, pedagogy, research, and discipline based scholarship.									*
6) Embrace diverse individuals (faculty, staff, and students) that value the opportunity to work and learn.	*								*
7) Promote intellectual and professional development of faculty and staff through focusing on effective communications, critical thinking, and expanding key business		*		*					

KSU Objectives CBA Objectives	Good everywhere; great in focus area	Distinctive faculty	Less is more	Stronger graduates	Building bridges	Supporting learning environment	Sustainable future	Flexibility and accountability	Organizing for purpose
8) Pursue collaborative partnership between the CBA and leading business organizations and schools to encourage learning, cooperative training and community engagement.					*				
9) Expand and maintain alumni relationships and engagement in the community.					*				
10) Build the CBA's reputation, nationally and internationally, by developing and providing a quality educational experience.					*				
11) Generate additional resources by utilizing organic growth opportunities based on the CBA's core competencies.							*		
12) Maintain programmatic accreditations obtained from EEC and AACSB.								*	*
13) Obtain programmatic accreditation for graduate programs from EEC.								*	*

THE STRATEGIC PLAN STEERING COMMITTEE

An initial committee was formulated by the Dean of the CBA on 10/12/2015. (See Table 4)

In an effort to prepare for the Strategic Plan, the committee held several consulting meetings during the years 2015-2016. Those meetings were attended by selected staff members at the junior and senior levels at the CBA. Several other communication took place with the most important external stakeholders, including the CBA Advisory Board members, industry leaders, business and industry officials, Ministry of 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 these meetings, a framework for the current vision and mission was reviewed. Some major strategic ideas and objectives were also drafted during this time, after assessing the previous strategic plan (2011-2016). Subsequently, the outcomes/findings of this initial committee were used as inputs by the

Table 4: Strategic Planning Committee (2017 - 2021)

No.	Name	Role
1	Dr. Moaadi Almethhib	Chair
2	Dr. Wadi Alonazi	Vice-Chair Male
3	Dr. Doha Saleh	Vice Chair Female
4	Dr. Maher Badawi	Member
5	Dr. Ahmed Elkassabgi	Member
6	Dr. Mahmoud Saleh	Member
7	Dr. Zahid Mahmood	Member
8	Dr. Nisar Nalband	Member
9	Dr. Durga Samonaray	Member
10	Dr. Kokku Randheer	Member
11	Dr. Alamzeb Aamir	Member
12	Mr. Omair Malik	Assistant
13	Mr. Shafi Ullah	Assistant

The review process began in late December 2015 by inviting different CBA stakeholders to review the college's mission, goals and objectives, and fill out a brief questionnaire. As a result, substantial suggestions were received from stakeholders pertaining to the scope and content of the CBA's 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. This approach highlighted what the industry needed in terms of competencies and skills that are required among CBA graduates; this served as a review guide to benchmark existing programs and inspired the development of new academic programs and curricula. Valuable data and information were collected through this survey, and was subsequently incorporated in the strategic planning process. In addition, the CBA referred to Strategic Plans of a number of leading business schools' to know best practices and to serve as points of reference to benchmark its Strategic Plan.

The CBA's management team made sure that the stakeholders' population was well represented in the strategic plan feedback session. Invited individuals included where: (1) administrative and educational managers at the CBA and KSU, (2) the current student body, (3) the CBA alumni, (4) senior managers and leaders from local businesses and industries; and (5) government officials. There were heterogeneous participants in assessing the current Strategic Plan, 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 to bring up the improved alternatives. The vision and mission of the CBA is still based on the recommendations of the participants. The review process was resumed in April 2016. The suggestions received from the workshop participants through emails were reviewed by the committee and the new revised strategic plan was proposed.

INTERNAL AND EXTERNAL ENVIRONMENTAL ASSESSMENT OF THE CBA

The Strategic Planning Committee conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis upon carefully studying both the internal and external 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:** The population in the Kingdom of Saudi Arabia is annually growing at rate of 1.46%. According to the 2015 census the majority of the population is youth, with high unemployment rate regardless of the strong demand for highly skilled labor.
2. **Entrepreneurship:** The entrepreneurship plays a pivotal role in the economic and social development of a country. The expanding proportion of unemployment spurred the entrepreneurial needs, provoked more start-ups and business ownerships. Saudi Arabia is not an exception, and entrepreneurs are playing an indispensable role in the Saudi Arabian economy. The small and medium sized enterprises in Saudi Arabia make up 92% of the business, and utilize 80% of the work force. The CBA will provide the opportunity to enhance the entrepreneurial skills among their graduates.
3. **The Vision:** To achieve the Saudi Arabia 2030 vision, multiple steps have been taken to minimize the overall economic dependency from oil to non-oil. Therefore, as a result the number of the organizations in non-oil and service sector are increasing.

4. **Investment in the Higher Education:** Saudi Arabia is investing in higher education since its independence and the government has made remarkable initiatives in this sector. Moreover, in the current budget (2016 - 2017) more importance has been given to the higher education development in the kingdom.
5. **National Policy Focus:** The national policy focus is to create a knowledge based economy from an oil based economy and the leadership has a clear vision regarding this. This in turn will create the demand of the business education in the kingdom.
6. **Competitive Scenario:** The competitive scenario of higher education in the kingdom is forcing universities and colleges to be quality oriented and to have a distinctive competence in order to create a competitive advantage.

It is important to note that some of these factors are not exclusive to KSU-CBA but are factors that are prevalent in many schools in the region. Along these lines, the CBA has made a SWOT analysis; and the factors are given in **Table 5:**

Table 5: The CBA SWOT Analysis

Area	External Environment	Internal Environment
Students	<p>Opportunities</p> <ul style="list-style-type: none"> • College’s location in Riyadh. • The most prestigious university in the Kingdom. • A substantial number of the College’s graduates occupying senior level leadership positions in both the public and private sectors. 	<p>Strengths</p> <ul style="list-style-type: none"> • Large turnout at College. • Openness to change and development. • Dealing with technology efficiently. • Achievement motives.
	<p>Threats</p> <ul style="list-style-type: none"> • Continued application of specific student admission criteria. • Attracting good students from inside and outside the Kingdom. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Most of the students are interested more in obtaining a Bachelor’s degree—just for the sake of it—than in learning, enriching their experience, and acquiring skills in their respective majors. • Students’ lack of adequate English language skills despite the training they receive during the Preparatory Year Program. • Students’ lack of awareness of the University’s mission.

Area	External Environment	Internal Environment
Faculty and Staff	<p>Opportunities</p> <ul style="list-style-type: none"> • Cooperation agreements between KSU and a number of world universities. • Correspondence between quality requirements and academic accreditation. 	<p>Strengths</p> <ul style="list-style-type: none"> • A substantial number of faculty members employed as consultants for a number of establishments in the management and economic fields. • Availability of prestigious academic authority figures in the College. • Diversity of nationalities, cultures, and educational backgrounds among faculty members at the College.
	<p>Threats</p> <ul style="list-style-type: none"> • Motivation and accountability. • Competitiveness in attracting faculty. • Acute shortage of qualified female faculty. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Preoccupation with administrative work at the expense of qualitative • Lack of female cadres in all the disciplines in the College. • Absence of incentive for volunteering.

Area	External Environment	Internal Environment
Curricula and Academic Programs	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • General tendency to expand in higher education in the Kingdom. • General tendency towards developing higher education technology. • Interest from part of the leadership positions and the public in development in all fields. • Increasing need for graduate studies programs in the various disciplines of the College. • Pressing need for parallel education, • Availability of information related to development in leading world colleges. • Good reputation of CBA's graduate studies program in the job market. 	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Importance of the CBA's disciplines for the national economy and job market. • 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. • Continued upgrading of the curricula to keep up with global developments • Using English as the language of instruction.
	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Motivation and accountability. • Competitiveness in attracting faculty. • Acute shortage of qualified female faculty. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Distracting the efforts of the academic departments to focus mainly on three different accrediting bodies. • Lack of relevant Arabic-written college-level books and references in certain disciplines and inadequacy or obsolescence of those that are available. • Lack of academic and material incentives related to the production of college-level books.

Area	External Environment	Internal Environment
Teaching and Learning Environment	<p>Opportunities</p> <ul style="list-style-type: none"> Economic stability and the growth of the business sector. The current economic and social developments in Saudi Arabia. Extensive growth and expansion in the various national economic sectors. Willingness on the part of business community leaders to cooperate with the College and provide it with support in the development process. 	<p>Strengths</p> <ul style="list-style-type: none"> University's support of the development plans. New College facilities. Availability of a young work force at the administrative level (College staff). Resolve on the part of the College Deanship to carry out development.
	<p>Threats</p> <ul style="list-style-type: none"> Ability to allocate adequate resources. Strong competition 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 	<p>Weaknesses</p> <ul style="list-style-type: none"> Inefficiency and inadequacy of the supporting administrative system at the College. Inefficiency of academic and administrative information systems at the University. Failure of the current facilities and equipment to meet the College's requirements. Implementation of the role of research centers and units and linking them to the community.

Based on the SWOT analysis and the discussions, the most important strengths, weaknesses, opportunities, and threats may be stated as follows in **Table 6**:

Table 6: Summary of the CBA SWOT Analysis

Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
<ol style="list-style-type: none"> 1. Support and commitment from KSU's administration towards development plans. 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. 3. A large competent faculty. 4. Openness to change and development. 5. Dealing with technology efficiently. 6. Diversity of nationalities, cultures, and educational backgrounds among faculty members at the College. 	<ol style="list-style-type: none"> 1. Low level of maintenance services regarding computer systems and equipment. 2. Lack of relevant Arabic college-level books and references in certain disciplines and inadequacy or obsolescence of those that are available. 3. Preoccupation with administrative work at the expense of qualitative development. 	<ol style="list-style-type: none"> 1. Correspondence between quality requirements and academic accreditation. 2. General tendency towards developing higher education technology. 3. Availability of information regarding development experiences in leading world universities. 4. Partnership agreements between KSU and a number of world universities. 5. Willingness on the part of the business community leaders to cooperate with the College and provide it with support in the development process. 6. A substantial number of the College's graduates occupying senior level leadership positions in both the public and private sectors. 7. Pressing need for parallel education. 	<ol style="list-style-type: none"> 1. Ability to allocate sufficient additional resources.

Gap Analysis

A gap analysis was made in early 2016 to align the quality of the CBA with major domains of both national and international accreditation standards – as shown in **Table 7**.

Table 7: CBA Gap Analysis

Improvement Item	Domains	Responsibility
Documenting and communicating the CBA mission within the college level.	Impact, Engagement, & Innovation	1. Dean 2. Vice Dean for Quality and Development 3. Vice Dean for Academics 4. Vice Dean for Research and Postgraduate Studies 5. Program Coordinators 6. College Manager 7. Research Center 8. IT Unit 9. Leadership Center
Implement the policies and guidelines of the CBA's Intellectual Contribution Profile (ICP).		
Implement the faculty orientation program for all newly hired faculty members.		
Continue to designate the audit of courses in individual programs for the purposes of implementing and measuring the Assurance of Learning.		
Sustain the College-wide implementation of the Assurance of Learning mechanism in undergraduate programs.		
Continue to implement the Assurance of Learning mechanism in the general as well as specialized master's programs.		
Continue to implement the Assurance of Learning mechanism in doctoral programs.		

Indicators and Benchmarking

Indicators and benchmarking are analytical tools used to determine whether the CBA's standards are competitive and meaningful compared to its peer institutions and peer programs. The benchmarking process has enabled the CBA to take actions to improve the areas in which the peer institutions have comparative advantages. **Table 8** shows the indicators and benchmarking of the CBA as compared to other peer institutions.

Table 8: Comparison of CBA Programs with Business Schools in KSA (2015)

Peer Institutions	Intellectual Contributions in the Last 5 Years	Student-Body Population	Number of Faculty Members	Number of Programs/ Tracks
King Fahad University of Petroleum & Minerals	151	706	65	5 Undergraduate Tracks and 2 Graduate Programs
Prince Sultan University	187	1,100	60	2 Undergraduate Tracks and 1 Graduate Program
King Abdulaziz University	481	2431	114	7 Undergraduate Tracks and 3 Graduate Programs
King Saud University	821	6,119	237	2 Undergraduate Programs with 8 Tracks, and 13 Graduate Programs and 14 Tracks

The Implementation of the CBA's Strategic Plan

In this section, the category of each entity will be assigned its KPIs.

First: The Dean's Responsibility

The following are the beginning responsibilities of the Dean's office for the implementation of the Strategic Plan for the period of (2017-2021):

2.3. Initiative:	Academic Expectations
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research/College Manager
Aim(s):	To develop an academic culture related to teaching and assessment.
KPI:	Hold an orientation workshop at the commencement of every semester specifying the academic requirements related to teaching and learning.

8.2. Initiative:	Strategic Partnerships with Leading Business Schools
Responsibility of:	Dean/Program Coordinator
Aim(s):	To facilitate knowledge sharing and exchange of best practices in academics.
KPI:	Each program has to build a strategic partnership with peer programs.

9.3. Initiative:	CBA Participation in Local, Regional, and International Events
Responsibility of:	Dean
Aim(s):	To build and enhance the CBA's public image and goodwill.
KPI:	Participate, at least once, in a local, regional, or international exhibition; tradeshow, and other business event in a given academic year.

10.1. Initiative:	Participation of the CBA in the Media
Responsibility of:	Dean
Aim(s):	Reaching the community with useful / appropriate information related to CBA.
KPI:	At least one faculty member from each program has to participate in the media in a given academic year.

11.1. Initiative:	Organizing Business Seminars
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	Generating additional revenues to support educational resources.
KPI:	The college offers at least one training program to the public and/or private sectors.

11.2. Initiative:	Businesses Consultation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	Generating additional revenues to support educational resources.
KPI:	Each program offers at least one consultation to the public and/or private sectors.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Evaluation Report (SER) by the end of each academic year.

12.2. Initiative:	CBA Accreditation Committee
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national and international accreditation.
KPI:	Each program quality committee should meet twice a month.

12.3. Initiative:	Maintenance of EEC & AACSB Accreditation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.
13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator//College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.
13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality And Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Second: Vice Dean for Academic Affairs Responsibility

The following are the key responsibilities of the Vice Dean for Academic Affairs for the Implementation of the Strategic Plan for the period of (2017-2021):

1.1. Initiative:	Admission Criteria
Responsibility of:	Vice Dean for Academic Affairs
Aim(s):	To ensure the admission of high quality students into CBA programs.
KPI:	At least 90% of the students admitted into the programs of the CBA have a GPA of a 4.0 out of a 5.0 scale, while the remaining could have not less than a 3.75 out of a 5.0 scale.

1.2. Initiative:	Diversity in Student-body
Responsibility of:	Vice Dean for Academic Affairs
Aim(s):	To decrease stereotyping and prejudice by only admitting Saudi nationals, and to increase interactions among the diverse student body.
KPI:	At least 5% of the CBA student body is represented by international students.

2.4. Initiative:	Academic Performance
Responsibility of:	Dean's Office/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/College Manager
Aim(s):	To develop an academic culture that enables individuals to share their creative and innovative ideas with each other.
KPI:	Hold an orientation workshop at the commencement of every semester specifying the expected academic performance related to students.

2.6. Initiative:	Effective and Innovative Teaching Methods
Responsibility of:	Vice Dean for Academic Affairs
Aim(s):	To use effective and innovative pedagogical methods in all CBA programs.
KPI:	At least 90% of the courses and/or 90% of the faculty members should be using innovative and effective teaching methods.

3.1. Initiative:	Student Services Unit
Responsibility of:	Vice Dean for Academic Affairs
Aim(s):	To help students in solving their academic problems, and to ease any professional, social, or psychological issues for them.
KPI:	At least 75% of students who need, will receive social counseling every year. At least 70% of students who need career planning counseling, should receive it. At least 70% of graduating students will be helped in finding jobs.

3.3. Initiative:	Extra-curricular Programs/Activities
Responsibility of:	Vice Dean for Academic Affairs/Program Coordinator
Aim(s):	To enhance the extra-curricular programs/activities offered by the CBA.
KPI:	Organize at least 50 different extra-curricular activities per year.

3.4. Initiative:	Job Placement and Campus Recruitment
Responsibility of:	Vice Dean for Academic Affairs
Aim(s):	To enable CBA graduates to get job placements.
KPI:	At least 50% of the graduating students benefit from job placement and campus recruiting activities.

9.4. Initiative:	Extra-curricular Programs/Activities
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	To spread knowledge about business education and attract communities in order to prepare them for entrepreneurship.
KPI:	Each program organizes an orientation once a year for high school students.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean's Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Evaluation Report (SER) by the end of each academic year.

12.3. Initiative:	Maintenance of EEC & AACSB Accreditation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Vice Dean for Academic's performance exceeds the required level of the accreditation body.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.

13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.

13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality and Development/Vice Dean For Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.



Third: Vice Dean for Research and Graduate Studies Responsibility

The following are the key responsibilities of the Vice Dean for Research and Graduate Studies for the implementation of the Strategic Plan for the period of (2017-2021).

2.3. Initiative:	Academic Expectations
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/College Manager
Aim(s):	To develop an academic culture related to teaching and assessment.
KPI:	Hold an orientation workshop at the commencement of every semester, specifying the academic requirements related to teaching and learning.
4.1. Initiative:	Emphasis on Research and Development
Responsibility of:	Vice Dean for Research and Graduate Studies
Aim(s):	To encourage and promote a competent research and development culture.
KPI:	At least one intellectual contribution per faculty member in a given academic year.

4.4. Initiative:	Development of a Research and Development Plan
Responsibility of:	Program coordinator/Chairperson/ Vice Dean for Research and Graduate Studies
Aim(s):	To provide guidelines for quality of research at each department/program level.
KPI:	<p>The department-level research is plan to be developed at least by the end of the first month of the new academic year.</p> <p>At least one interdisciplinary research.</p> <p>At least 75% of the stated plan has been achieved at the end of the given academic year.</p>

5.1. Initiative:	Publications in Peer-reviewed Journals
Responsibility of:	Program Coordinator/Chairperson/Vice Dean for Research and Graduate
Aim(s):	To encourage faculty members to increase the number and quality of publications in PRJs, annually.
KPI:	At least three publication per program in ISI indexed journals once in each academic year.

5.2 Initiative:	Publications of Graduate Students
Responsibility of:	Program Coordinator/Chairperson/Vice Dean for Research and Graduate Studies
Aim(s):	Graduate students publish research article in a peer-reviewed journal.
KPI:	At least two research article in a peer-reviewed journal to be published by doctoral-level students before graduation.

5.3. Initiative:	Use of Research Grants
Responsibility of:	Vice Dean for Research and Graduate Studies
Aim(s):	To benefit the faculty members through various research grants available at the CBA/KSU and/or King Abdulaziz City for Science and Technology (KACST).
KPI:	One research project to be secured annually by the CBA out of available grants in the relevant field.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Evaluation Report (SER) by the end of each academic year.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program coordinator/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.

13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.

13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality And Development/Vice Dean For Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Fourth: Vice Dean for Quality and Development Responsibility

The following are the key responsibilities of the Vice Dean for Quality and Development for the implementation of the Strategic Plan for the period of (2017-2021).

6.2. Initiative:	Faculty and Staff Satisfaction
Responsibility of:	Vice Dean for Quality and Development/College Manger
Aim(s):	To enhance faculty and staff satisfaction.
KPI:	At least 75% favorable score on the faculty and staff satisfaction survey, and a 70% retention rate.

6.3. Initiative:	Reward for Outstanding Teaching, Research, and Service Performance
Responsibility of:	Vice Dean for Quality and Development
Aim(s):	To acknowledge and appreciate the academic accomplishments of faculty members.
KPI:	At least one faculty member rewarded annually by the CBA.

9.1. Initiative:	CBA Alumni Unit
Responsibility of:	Vice Dean of Quality and Development.
Aim(s):	To acknowledge and appreciate the academic accomplishments of faculty members.
KPI:	At least one faculty member rewarded annually by the CBA.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit a Self Evaluation Report (SER) by the end of each academic year.

12.3. Initiative:	Maintenance of EEC & AACSB Accreditation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Vice Dean for Quality and Development's performance exceeds the required level of the accreditation body.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.

13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.

13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Fifth: Program Coordinator/Chairperson Responsibility

The following are the key responsibilities of the Program Coordinator/Chairperson for the implementation of the Strategic Plan for the period of (2017-2021).

2.1 Initiative:	Market Need Analysis
Responsibility of:	Program Coordinator/Chairperson
Aim(s):	To find out the required competencies of students.
KPI:	Key stakeholder's survey should be conducted every two years to understand the required competencies in each program.

2.2. Initiative:	Developing Current Academic Programs
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Having programs that meet international standards.
KPI:	Each program has at least two comparable, competitive, and aspiring programs in other business colleges.

2.4. Initiative:	Academic Performance
Responsibility of:	Dean's Office/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/College Manager/Program Coordinator/Chairperson
Aim(s):	To develop an academic culture that enables individuals to share their creative and innovative ideas with each other.
KPI:	Hold an orientation workshop at the commencement of every semester specifying the expected academic performance related to students.

2.5. Initiative:	Technology in Teaching and Learning
Responsibility of:	Program Coordinator/Chairperson
Aim(s):	To enhance the student learning process at CBA.
KPI:	At least 90% of the courses in each program, and/or 90% of faculty members utilize Learning Management Systems (LMSs), such as Blackboard.
2.6. Initiative:	Effective and Innovative Teaching Methods
Responsibility of:	Program Coordinator/Chairperson/Vice Dean for Academic Affairs
Aim(s):	To use effective and innovative teaching methods in all the programs.
KPI:	At least 90% of the courses and/or 90% of the faculty members should be using innovative and effective teaching methods.
2.7. Initiative:	Student's Aggregate Responsibilities
Responsibility of:	Program Coordinator/Chairperson
Aim(s):	To develop an academic culture related to students learning and academic performance.
KPI:	Each department should maintain and operate a related simulation club.

4.4. Initiative:	Development of a Research and Development Plan
Responsibility of:	Program Coordinator/Chairperson/Vice Dean for Research and Graduate Studies
Aim(s):	To provide guidelines for quality of research at each department/program level.
KPI:	<p>The department-level research is plan to be developed at least by the end of the first month of the new academic year.</p> <p>At least one interdisciplinary research.</p> <p>At least 75% of the stated plan has been achieved at the end of the given academic year.</p>

5.1. Initiative:	Publications in Peer-reviewed Journals
Responsibility of:	Program Coordinator/Chairperson/Vice Dean for Graduate Studies and Research
Aim(s):	To encourage faculty members to increase the quantity and quality of publications in PRJs, annually.
KPI:	At least three publication per program in ISI indexed journals once in each academic years.

6.1. Initiative:	Involvement of Professionals and Practitioners in Curricular and Teaching
Responsibility of:	Program Coordinators/ Chairperson
Aim(s):	To enrich the intellectual resources of the CBA.
KPI:	At least one professional and/or practitioner should be invited by each program per academic year.

7.1. Initiative:	Build an Innovative Environment
Responsibility of:	Program Coordinators/Chairperson
Aim(s):	To promote intellectual and professional development of faculty.
KPI:	At least one seminar and workshop presenting new research methodologies are held. At least one creative and innovative business related product contribution to private businesses or current intellectual property public offices.
8.1. Initiative:	Department Level Advisory Board
Responsibility of:	Program Coordinator/Chairperson
Aim(s):	To enhance the educational programs, resources, and reputation of the departments of the CBA.
KPI:	Each program must formulate an advisory board.
8.2. Initiative:	Strategic Partnership with Leading Business Schools
Responsibility of:	Program Coordinator/Chairperson
Aim(s):	To facilitate knowledge sharing and exchange of best practices in academics.
KPI:	Each program has to build a strategic partnership with peer programs.

9.2. Initiative:	Alumni Involvement
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Maintain a line of communication between the CBA and alumni as to promote a mutual amelioration.
KPI:	Maintain up to date database of alumni, and organize two events in an academic year.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit a Self Evaluation Report (SER) by the end of each academic year.

12.3. Initiative:	Maintenance of EEC & AACSB Accreditation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the Program Coordinator/Chairperson performance exceeds the required level of the accreditation body.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program coordinator/College Manager/Research Center/IT Unit/ Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.
13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson /College Manager/Research Center/IT Unit/ Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.
13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality And Development/Vice Dean For Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Sixth: College Manager Responsibility

The following are the key responsibilities of the College Manager for the implementation of the Strategic Plan for the period of (2017-2021).

3.2. Initiative:	Standards of Students Services
Responsibility of:	College Manager
Aim(s):	To facilitate students' study life at the college.
KPI:	At least 75% of the students are satisfied with the educational/service and environment in the college. Conduct and execute at least one evacuation plan every semester.

6.2. Initiative:	Faculty and Staff Satisfaction
Responsibility of:	Vice Dean for Quality and Development/College Manager
Aim(s):	To enhance faculty and staff satisfaction.
KPI:	At least a 75% favorable score on the faculty and staff satisfaction survey, and a 70% retention rate.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/ Vice Dean for Quality and Development/Program Coordinator/College Manager/ Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit a Self Evaluation Report (SER) by the end of each academic year.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program coordinator/College Manager/Research Center/IT Unit/ Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.
13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson /College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.
13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality And Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Seventh: Research Center Responsibility

The following are the key responsibilities of the Research Center for the implementation of the Strategic Plan for the period of (2017-2012).

4.2. Initiative:	Recognition of Research Contributions
Responsibility of:	Research Center
Aim(s):	To encourage the faculty members to be involve in research activities.
KPI:	At least one outstanding researcher recognized for their research contributions in each given academic year.

4.3. Initiative:	Incentives for Research Engagement
Responsibility of:	Research Center
Aim(s):	To engage the faculty members and students in research activities.
KPI:	At least one faculty member from each program is given incentives each year for engaging students in active research.

z12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit a Self Evaluation Report (SER) by the end of each academic year.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program coordinator/College Manager/Research Center/IT Unit/ Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.

13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.

13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Eighth: Information Technology Unit Responsibility

The following are the key responsibilities of the IT Unit for the implementation of the Strategic Plan for the period of (2017-2021).

10.2. Initiative:	Updating the CBA information
Responsibility of:	IT Unit
Aim(s):	To contribute in improving the image of the CBA.
KPI:	The CBA website must be updated weekly.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/ College Manager/Research and IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit a Self Evaluation Report (SER) by the end of each academic year.

12.3. Initiative:	Maintenance of EEC & AACSB Accreditation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/ College Manager/Research and IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the IT level exceeds the requirements of the accreditation body.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.

13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.

13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality And Development/Vice Dean For Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Ninth: Leadership Center Responsibility

The following are the key responsibilities of the Leadership Center for the implementation of the Strategic Plan for the period of (2017-2021).

8.3 Initiative:	Professional Training & Executive Education
Responsibility of:	Leadership Center
Aim(s):	To provide professional services to businesses and other communities.
KPI:	At least one industry-executive must be invited in a given academic year. At least two training programs to be organized in an academic year.

12.1. Initiative:	Self-Evaluation Report
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit a Self Evaluation Report (SER) by the end of each academic year.

12.3. Initiative:	Maintenance of EEC & AACSB Accreditation
Responsibility of:	Dean/Vice Dean for Academic Affairs/Vice Dean for Research and Graduate Studies/Vice Dean for Quality and Development/Program Coordinator/Chairperson/College Manager/Research and IT Center/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure that Leadership Center performance exceeds the required level of the accreditation body.

13.1. Initiative:	Conduct self-study to Identify gaps for EEC Accreditation
Responsibility of:	Dean/ Vice Dean for Quality and Development/ Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Identifying and improving the deficiencies of the program.
KPI:	All programs/concerned units must submit Self Study Report (SSR) by the end of each academic year.
13.2. Initiative:	CBA Accreditation Committee for EEC
Responsibility of:	Dean/Vice Dean for Quality and Development/Vice Dean for Research and Graduate Studies/Program Coordinator/Chairperson/College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Leveraging dedicated CBA members to reconstitute a CBA level accreditation committee to maintain national accreditation.
KPI:	Each program quality committee should at least meet twice a month.
13.3. Initiative:	Maintenance of EEC Accreditation
Responsibility of:	Dean/Vice Dean For Quality And Development/Vice Dean For Research and Graduate Studies/Program Coordinator/Chairperson/ College Manager/Research Center/IT Unit/Leadership Center
Aim(s):	Maintaining of local and international standards of education quality.
KPI:	Ensure the College Deanship performance exceeds the required level of the accreditation body.

Table 9: Mapping the CBA Initiatives

Objectives	Initiative/ Unit	The College Deanship	Vice Deanship of			Program Coordinator/ Chairperson	College Manager	Research Center	IT Unit	Leadership Center
			Academic Affairs	Research and Graduate Studies	Quality and Development					
Obj. 1	1.1		✓							
	1.2		✓							
Obj. 2	2.1					✓				
	2.2					✓				
	2.3	✓		✓						
	2.4		✓			✓				
	2.5					✓				
	2.6		✓			✓				
	2.7					✓				
Obj. 3	3.1		✓				✓			
	3.2									
	3.3		✓							
	3.4		✓							
Obj. 4	4.1			✓						
	4.2							✓		
	4.3							✓		
	4.4			✓		✓				
Obj. 5	5.1			✓		✓				
	5.2			✓						
	5.3			✓						
Obj. 6	6.1					✓				
	6.2				✓		✓			
	6.3				✓					
Obj. 7	7.1					✓				
Obj. 8	8.1					✓				
	8.2	✓				✓				
	8.3									✓
Obj. 9	9.1				✓					
	9.2					✓				
	9.3	✓								
	9.4		✓							
Obj. 10	10.1	✓								
	10.2								✓	
Obj. 11	11.1	✓								
	11.2	✓								
Obj. 12	12.1	✓	✓	✓	✓	✓	✓	✓	✓	✓
	12.2	✓								
	12.3	✓	✓		✓	✓			✓	✓
Obj. 13	13.1	✓	✓	✓	✓	✓	✓	✓	✓	✓
	13.2	✓	✓	✓	✓	✓	✓	✓	✓	✓
	13.3	✓	✓	✓	✓	✓	✓	✓	✓	✓
Total		12	13	10	8	18	6	6	6	6

Areas of Strategic Thrust

The CBA is dedicated to peruse and realize six areas of Strategic Thrust as they pertain to the domains as specified by the Strategic Plan. **Figure 4** shows the relationship between the Strategic Thrusts, Domains, and their relationship to the overall Strategic Vision 2030 of KSU.

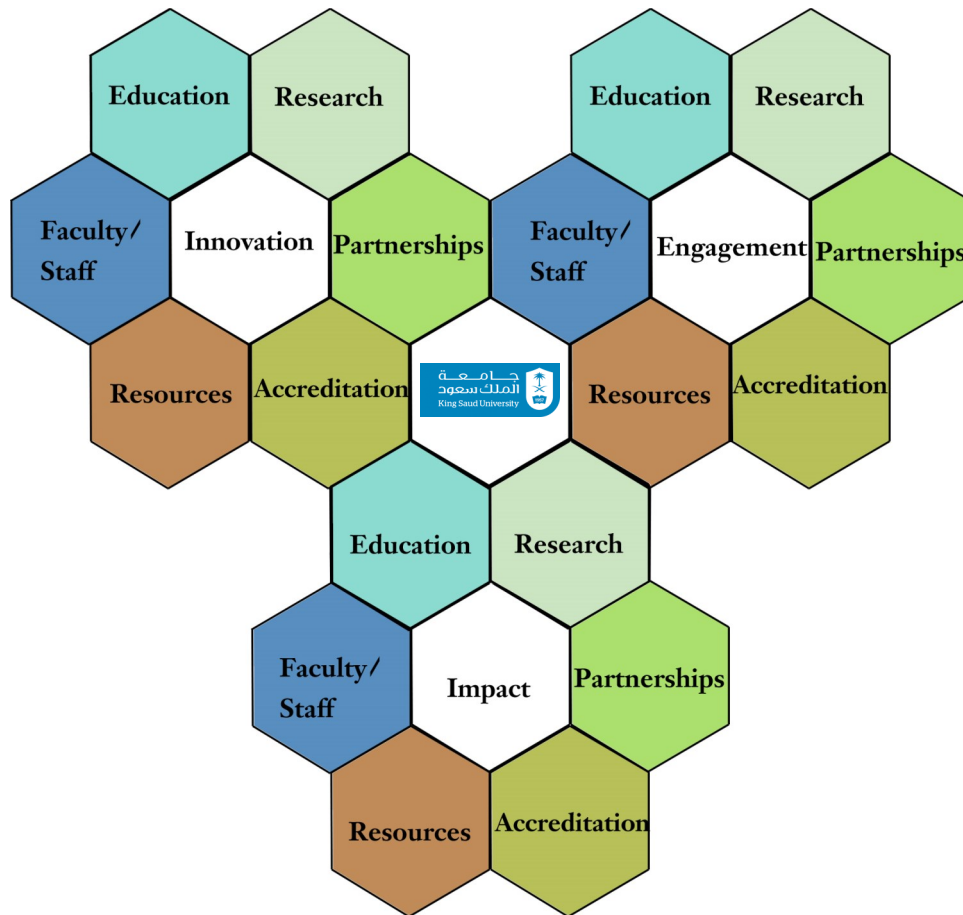


Figure 4: Areas of Strategic Thrust for the CBA

Risk Management Plan

There are a number of potential risks to the Strategic Plan which can result in the divergence of the CBA from its prescribed path. These risks could come from either internal or external threats. By nature, it’s difficult to exactly pinpoint from where these risks may arise; however, the broad based structure in which responsibility of specific aspects of the Strategic Plan is spread will help mitigate these potential risks as they arise. Having this broad-based structure helps those responsible parties to quickly identify potential risks before these risks threaten the core mission of the CBA. That said, the committee has noted a few internal and external areas of potential risk that should be examined. **Table 10** below shows a list of the noted risks, and the metrics by which to indicate if these risks pose a danger

Table 10: Potential Areas of Risk

Major Risk Areas	Indication Metrics
Using available technologies in the classroom and on the KSU network to teach students.	Surveying students and faculty members either through questionnaires or surveys to see if such technologies are being utilized.
Being able to attract and retain highly qualified faculty members.	Surveying incoming and outgoing faculty members to understand what attracted them to come, and what prevented them from staying.
Declining research output by faculty members.	Periodically encourage faculty members to update a list of their recently published work to the CBA.
Budget cuts for KSU from the Ministry of Finance.	Continuously monitor the Macroeconomic and Microeconomic environment to pinpoint potential problems.

Core Competencies

There are 10 core competencies that are considered fundamental for all the students to complete a program in the CBA. Every student who graduate from the CBA should be able to exhibit the college core competencies. **Figure 5** shows the major core competencies of the CBA.

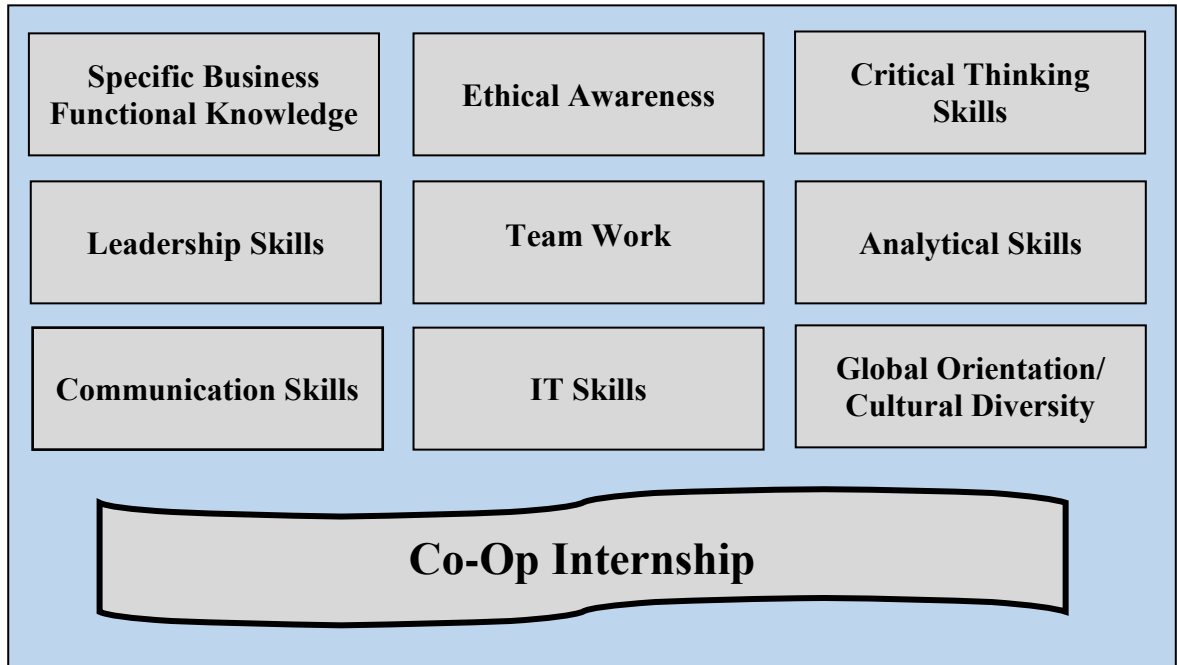


Figure 5: Core Competencies of the CBA

Communicating the Plan to Stakeholders

To effectively communicate the Strategic Plan to stakeholders, all major affiliated parties were consulted. Communications with stakeholders was bilateral, where continuous feedback between the affiliated parties and Stakeholders resulted in a productive and fruitful product. Although Stakeholders are, and have been, actively involved at different stages in the planning process, the committee has established different channels in which responsible bodies communicate the status of the implementation and progress of the Strategic Plan to all.

A strategic communication plan for the CBA has been drafted, and based on that plan, a variety of actions have been taken to raise its visibility. Several key faculty interactions with the business community were also instigated.

Acknowledgement

The Deanship of the CBA acknowledges and appreciates the efforts of the Special Committee/ Strategic Planning Committee, which discussed, brainstormed, revised, updated, and proofread the 2017 -2021 CBA Strategic Plan. The committee was headed by Dr. Wadi Alonazi – Vice Dean for Quality and Development (Q&D) at the CBA, and Dr. Doha Saleh – Assistant Professor of Public Administration. The members of the Vice Deanship for Quality and Development include: Dr. Maher Badawi – Head of the Q&D Unit, and Dr. Ahmed Elkassabgi – Head of the Documentation and Information Unit. The members of the committee further consisted of Dr. Zahid Mahmood – Professor of Management, Dr. Mahmoud Saleh – Head of the former Development Unit, Dr. Nisar Nalband – Associate Professor of Management, Dr. Durga Samontaray – Associate Professor of Finance, Dr. Kokku Randheer – Assistant Professor of Marketing, and Dr. Alamzeb Aamir. Special thanks to executive assistance given by, Mr. Omair Malik, Mr. Shafi Ullah, Mr. Abdullah Ibrahim Aljadhai, and Mr. Mohammed Abdulrahman Alhassan. The committee met regularly for 18 months to ensure the accuracy of the contents prior to printing.

