



CBA STRATEGIC PLAN 01

OVERVIEW

The Strategic Plan of the College of Business Administration (CBA) at Prince Sultan University (PSU) was developed as a master plan to achieve both the CBA's and PSU's mission and vision. Previously, the institutional strategic plan was the blueprint for the college. Due to the importance of establishing a strategy that caters specifically to the college's needs, the Strategic Planning Committee was formed on the 16th November 2017 . The members comprised of six representatives from all academic departments; Finance, Marketing, Accounting, Aviation Management and Management.

The strategic plan was developed based on a systematic process , summarized below:

1. Collecting and analyzing five years' worth of data on undergraduate programs, graduate programs, faculty research and teaching, student services, and alumni.
2. Gathering feedback from administrators, faculty, staff, students, Chairs, Deans, the College Advisory Board, and employers.
3. Benchmarking with local and international Business Schools .

As part of the process, the college identified both its internal operating environment (resources and capabilities), as well as its external and competitive environment, to identify its strengths and weaknesses, in addition to its opportunities and threats (SWOT) .

Strengths

1. Diverse and competent faculty members
2. NCAAA (local institutional accreditation), accredited degree programs
3. High employability rate.
4. Good reputation.
5. Central geographic location
6. Well established undergraduate/graduate programs.
7. Quality (overall program, faculty, systems)
8. Quality intellectual contributions

Weaknesses

1. Limited financial support (scholarships) at both the graduate and undergraduate levels
2. Teaching load/administrative duties balance.

Opportunities

1. Vision 2030 / global visibility
2. International collaborations with universities
3. Offering new programs, degrees and courses.
4. Engagement with the community/industry
5. Professional training and development.

Threats

1. Competing with local private and public universities
2. Declining government financial support

COLLEGE OF BUSINESS ADMINISTRATION

VISION

To be a hallmark of excellence and innovation in business education in the Kingdom of Saudi Arabia.

MISSION

Our mission is to create an innovative academic environment to promote excellence in business education, research, and services in the Kingdom of Saudi Arabia, through a commitment to quality and continuous improvement, in accordance with international standards.

CORE VALUES

- 1.Educational excellence.
- 2.Community engagement.
- 3.Impactful research.
- 4.Culture of innovation and creativity.
- 5.International standards.

MAPPING THE MISSION OF PSU AND CBA

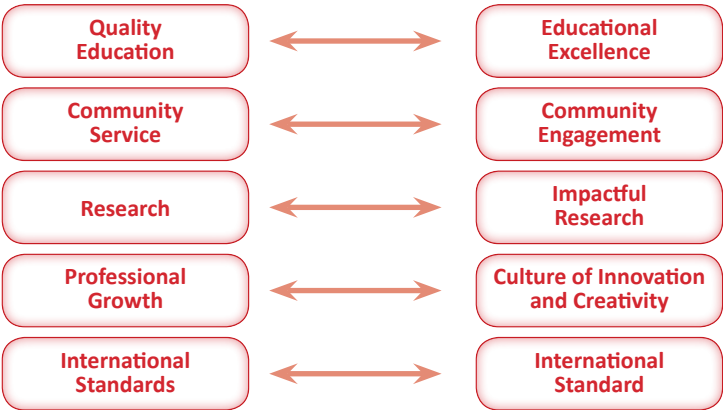
PSU MISSION

Prince Sultan University aims to provide the Middle East with a quality education to the highest international standards.

In its efforts towards a successful and responsible life-long learning, PSU integrates modern technology, pedagogy and human values for the advancement of scientific research, productivity, and leadership towards a more meaningful social life. PSU is committed to an effective management of institutional resources to optimize its multiple roles as a catalyst for new learning opportunities, national and international partnerships, continuous studies, professional growth, community service and diversity in educational horizons for the good of humanity.

CBA MISSION

Our mission is to create an innovative academic environment to promote excellence in business education, research, and services in the Kingdom of Saudi Arabia, through a commitment to quality and continuous improvement, in accordance with international standards.



CBA's THEMES

The acronym STRIVE emerged from the strategic planning process, representing the college's six themes. These themes are compatible with CBA's vision and mission, along with the University's Strategic Plan. STRIVE is a simple keyword representing the college's direction to **STRIVE for excellence**.

S –Student Excellence. CBA aims to improve its students' skills and competencies and expand their development and learning experiences.

T –Teaching pedagogy and curricula; indicates that CBA focuses on the quality of its curricula and teaching process, and consequently complying with market needs.

R –Research and scholarly contributions, which is a vital component for all faculties and for the college as a whole. Research and scholarship contributions have become an integral component to CBA, and this is evidenced by its research output and other intellectual contributions. Enhanced efforts are required to further yield impactful research and scholarly output.

I –Innovative and strategic professional development for both faculty and staff; faculty members are the backbone of the college as they engage in its primary operations, while staff or administrators are a vital support system. On that account, it is crucial for both entities to be competent and efficient in carrying out their tasks at all levels; individual, departmental, college and institutional. Thus, continuous training and development are needed to stay abreast with the latest updates and advancements in skills and technologies as this will increase efficiency.

V –Visibility, outreach and partnerships represent stakeholder engagement, which reflects CBA's concerns on its significant contributions to the community and society at large.

E– Economic sustainability refers to our ability to increase our financial resources. Therefore, enhancing the infrastructure and technology for teaching and learning, in addition to research. CBA is confident that by giving the required attention to how we manage our financial resources, we will fulfil the needs of our students, faculty and staff more efficiently.

The acronym is summarized and illustrated in *Figure 2*.

S		Students' Excellence
T		Teaching Pedagogies and Curricula
R		Research and Scholarly Contributions
I		Innovation and Strategic Professional Development
V		Visibility, Outreach and Partnership
E		Economic Sustainability

Figure 1: CBA Strategic Themes 1

CBA's GOALS

Six central goals were devised as the main focus of the college. These strategic goals correspond well with CBA's vision and mission, as well as supporting the University's Strategic Plan.

First, the CBA focuses on students **(Goal 1)** and aims to improve its students' skills and competencies in business and communication.

Second, an emphasis is placed on curricula and teaching **(Goal 2)**. We focus on the quality of our curricula and teaching process, and consequently complying with market needs.

Third, research is another vital component **(Goal 3)** for the CBA. More efforts are required to yield more impactful research and scholarly contributions, in line with market needs and Vision 2030.

Fourth, another important stakeholder group are faculty members and staff **(Goal 4)**. Faculties are the backbone of the college as they engage in the primary operations of the entity. Hence, it is crucial for faculty members to be competent and efficient in carrying out their tasks at all levels. Thus, continuous training and development are needed to stay abreast with the latest updates and advancement in skills and technologies as this will increase efficiency.

Fifth, the CBA desires to further enhance its current engagement with stakeholders **(Goal 5)**, which reflects its dedication to contributing to the community and society at large.

Sixth, CBA desires to work on providing more financial resources to enhance the infrastructure and technology for teaching and learning **(Goal 6)**.

The CBA's strategic plan is aligned and compared with the following main sources /references:

- EEC-NCAAA Accreditation Standards
- AACSB Accreditation Standards
- PSU's Strategic Plan (2018-2023)

	CBA's Themes	CBA's Goals	PSU's Themes	NCAAA Standards	AACSB Standards
S	Theme 1: Students Excellence	Enhance students' competencies and support	Theme 1 Goal 2 & 4	St. 1,2, 3 & 4	St. 1,4 & 13
T	Theme 2: Teaching Pedagogy and Curricula	Review curricula and teaching pedagogy to align with Saudi market needs & Vision 2030	Theme 1 Goals 2 & 3 Theme 2 Goal 1	St. 1, 3 & 4	St. 8,9,10,11 &12
R	Theme 3: Research and Scholarly Contributions	Strengthen research and scholarship, and its impact on industry and education	Theme 7 Goals 1, 2 & 3	St. 7	St. 2
I	Theme 4: Innovative and Strategic Professional Development	Strengthen strategic human resource planning, training, and development for faculty and staff	Theme 1 Goal 1 Theme 3 Goal 1	St. 2, 3 & 5	St. 5, 6 ,7,13,14& 15
V	Theme 5: Visibility, Outreach and Partnership	Strengthen engagement and communications with external stakeholders	Theme 4 Goals 1,2 & 3	St. 6, 4 & 8	St. 1, 13 & 14
E	Theme 6: Economic Sustainability	Increase financial resources to enhance the infrastructure and technology for teaching and learning	Theme 5 Goals 1 & 2 Theme 6 Goals 1 & 2	St. 3 & 6	St. 3

Theme 1: Students' Excellence

Goal 1: Enhance students' competencies and support

Objective 1: Expand students' development and learning experiences.

Objective 2: Effective advising and student support.

Theme 2: Teaching Pedagogy and Curricula

Goal 2: Review curricula and teaching pedagogy to align with Saudi market needs & Vision 2030.

Objective 1: Engaging stakeholders in reviewing academic programs.

Objective 2: Strengthen teaching methods and ensure teaching effectiveness.

Objective 3: Alignment to national and international quality standards of higher education.

Theme 3: Research and Scholarly contributions

Goal 3: Strengthen research and scholarship, and its impact on industry and education

Objective 1: Increase research and scholarly contribution and align with national plans.

Objective 2: Enhance academic curricula through research.

Objective 3: Increase research support.

Theme 4: Innovative and Strategic Professional Development

Goal 4: Strengthen Strategic human resource planning, training and development for faculty and staff

Objective 1: To attract, recruit and retain qualified faculty.

Objective 2: To enrich faculty & staff professional development.

Theme 5: Visibility, Outreach and Partnership

Goal 5: Strengthen engagement and communications with external stakeholders

Objective 1: Enhance collaborations with stakeholders.

Objective 2: Expand lifelong learning through Executive Education.

Theme 6: Economic Sustainability

Goal 6: Increase financial resources to enhance the infrastructure and technology for teaching and learning.

Objective 1: Strengthen financial resources.

Objective 2: Increase financial resources for teaching and learning facilities.

Abbreviations:

AAC	Academic Advising Center
AACSB	Association to Advance Collegiate Schools of Business.
AOL	Assurance of Learning
CBA	College of Business Administration
CRC	College Research Committee
CuRC	College Curriculum Review Committee
EAAC	Evaluation and Academic Accreditation Centre
ELC	E-learning Centre
ISER	Initial Self-Evaluation Report
ITC	Information and Technology Center
KPI's	Key Performance Indicators
NTP	National Transformation Plan
PES	Program Evaluation Survey
PSU	Prince Sultan University
QAC	Quality Assurance Center
RIC	Research Initiative Center
SPDC	Strategic Planning and Development Center
TLC	Teaching and Learning Center
EEC	Executive Education Center

STRATEGIC THEME

1



STUDENTS' EXCELLENCE



Goal 1:
ENHANCE STUDENTS' COMPETENCIES AND SUPPORTS

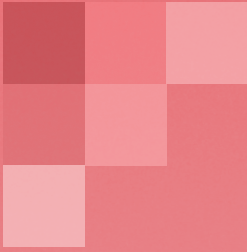
OBJECTIVE 1:
EXPAND STUDENTS' DEVELOPMENT AND LEARNING
EXPERIENCES

OBJECTIVE 2:
EFFECTIVE ADVISING AND STUDENT SUPPORT

Objective	KPI	Code	Target
1.Expand students' development and learning experiences	The proportion of students participating in events (listing events of workshops, PD)	SKPI-CBA-01	60%
	The number of students participating in local competitions	SKPI-CBA-02	23
	The number of students participating in international competitions	SKPI-CBA-03	22
2. Effective advising and student support	Students' satisfaction with academic advising	SKPI-CBA-04	70%
	Students' satisfaction with the offered services	KPI-P-10	75%

Theme	Students' Excellence			
Goal 1	Enhance students' competencies and supports			
Objective 1	Expand students' development and learning experiences			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Increase students' involvement in extracurricular activities	Extracurricular report	Annually	Institutional support	Supervising faculty, Chairs & Assoc Chairs
2. Increase students' participation in local and international competitions	Student participation report	Annually	Institutional support	Supervising faculty, Chairs & Assoc Chairs
3. Increase industry visits for students to enhance their learning experience	Industry visits report	Annually	Institutional support	Supervising faculty, Chairs & Assoc Chairs

Theme	Students' Excellence			
Goal 1	Enhance students' competencies and supports			
Objective 2	Effective advising and student support			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Establish Academic Advising Coordinators for each program	Academic advising reports per advisor	Annually	Institutional support	CBA with collaboration AAC
2. Establish student advisory board	Students Advisory Board Minutes of meeting	Annually	Institutional support	Dean, Vice-dean



**STRATEGIC
THEME**

2



TEACHING PEDAGOGY AND CURRICULA



TEACHING PEDAGOGY AND CURRICULA

Goal 2:

REVIEW CURRICULA AND TEACHING PEDAGOGY TO ALIGN WITH SAUDI MARKET NEEDS AND VISION 2030.

OBJECTIVE 1:

ENGAGING STAKEHOLDERS IN REVIEWING ACADEMIC PROGRAMS.

OBJECTIVE 2:

STRENGTHEN TEACHING METHODS AND ENSURE TEACHING EFFECTIVENESS.

OBJECTIVE 3:

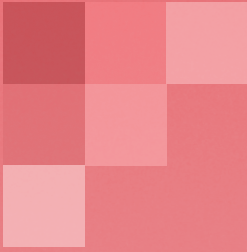
ALIGNMENT TO NATIONAL AND INTERNATIONAL QUALITY STANDARDS OF HIGHER EDUCATION.

Objective	KPI	Code	Target
1. Engaging stakeholders in reviewing academic programs	Proportion of courses that undergo minor curriculum reviews per program	SKPI-CBA-05	10%
	Proportion of programs that undergo major curriculum review	SKPI-CBA-06	100% (in 5 years)
	Employers' evaluation of the program graduate's proficiency	KPI-P-09	80%
2.Strengthen teaching methods and ensure teaching effectiveness	Proportion of faculty members incorporating technology in teaching (based on class observation/Moodle)	SKPI-CBA-07	100%
3.Alignment to national and international quality standards of higher education	Proportion of national accredited programs	SKPI-CBA-08	100% (in 5 years)
	Proportion of international accredited programs	SKPI-CBA-09	100% (in 5 years)
	Proportion of Assurance of Learning (AOL) actions that are accomplished per program	SKPI-CBA-10	75%
	Students' evaluation of the quality of programs	KPI-P-02	80%
	Students' evaluation of the quality of the courses	KPI-P-03	80%
	Completion rate (Graduation rate)	KPI-P-04	40%
	Retention Rate of first-year students	KPI-P-05	80%
	Students' performance in the professional and/or national examinations	KPI-P-06	55
	Graduates' employability rate	KPI-P-07a	75%
	Graduates' enrolment in postgraduate programs	KPI-P-07b	2%
	Average number of students in the class	KPI-P-08a	18
	Average number of (program-specific) students in the class	KPI-P-08b	13

Theme	Teaching Pedagogy and Curricula			
Goal 2	Review curricula and teaching pedagogy to align with Saudi market needs and Vision 2030			
Objective 1	Engaging stakeholders in reviewing academic programs			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Periodic review of undergraduate and post-graduate curricula to ensure market-driven curricula.	Curriculum review reports Curriculum reviews Meeting minutes	Annually	CuRC Support	Department & College Curricular Committee
2. Engage stakeholders in the curricula review process	Stakeholders meeting minutes Curriculum reviews Meeting minutes	Annually	College advisory board, employers and professional bodies support	Chairs, Assoc Chairs Curricular Review Committee

Theme	Teaching Pedagogy and Curricula			
Goal 2	Review curricula and teaching pedagogy to align with Saudi market needs and Vision 2030			
Objective 2	Strengthen teaching methods and ensure teaching effectiveness			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1.Facilitate delivery and support of teaching through technological pedagogy and agility.	Professional Development Report	Annually	TLC ELC	Course Instructors Chair & Associate Chairs
2.Ensure implementation of teaching pedagogies that foster creativity and innovation inside the classroom	Evidence highlighting new teaching methods in course reports and course portfolios	Annually	TLC and ELC support	Faculty Chair & Associate Chairs
3.Initiate voluntary peer observation for all CBA faculty.	Peer Observation Report	Annually	Departmental Support	Chair Associate Chair Department Council
4.Increase student participation in evaluating the learning outcomes of the program.	PES Report	Annually	Institutional support	Chair Associate Chair QAC

Theme	Teaching Pedagogy and Curricula			
Goal 2	Review curricula and teaching pedagogy to align with Saudi market needs and Vision 2030			
Objective 3	Alignment to national and international quality standards of higher education			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Systematic assessment of the program learning outcomes (PLOs) and courses' learning outcomes (CLOs) in accordance with the Academic Assessment plan.	Assessment Plan or Assurance of Learning Report	Annually	Course instructor and QAC Support	Course instructor QAC
2. Implement corrective actions (closing the loop).	Assurance of Learning (AOL) Report	Annually	AOL Committee QAC Support	Course instructor AOL Committee QAC
3. Obtain AACSB accreditation	AACSB reports	By 2023	Institutional Support	Dean, Vice Dean, Chairs, Associate Chairs and AACSB Committee
4. Obtain NCAAA accreditation for the Aviation management undergraduate program and the MBA program	NCAAA reports	By 2023	Institutional Support	Dean, Vice Dean, Chairs, Associate Chairs and AACSB Committee



**STRATEGIC
THEME**

3



RESEARCH AND SCHOLARLY CONTRIBUTIONS

Goal 3:

STRENGTHEN RESEARCH AND SCHOLARSHIP, AND ITS
IMPACT ON INDUSTRY AND EDUCATION

OBJECTIVE 1:

INCREASE RESEARCH AND SCHOLARLY
CONTRIBUTION AND ALIGN WITH NATIONAL PLANS.

OBJECTIVE 2:

ENHANCE ACADEMIC CURRICULA THROUGH
RESEARCH.

OBJECTIVE 3:

INCREASE RESEARCH SUPPORT.

Objective	KPI	Code	Target
1. Increase research and scholarly contribution and align with national plans.	Proportion of PhD holders contributing to research in a calendar year	KPI-P-14	70%
2. Enhance academic curricula through research	Research publications per faculty (PhD holder) in a calendar year	KPI-P-15	1
3. Increase Research support	Citations per faculty (PhD holder) in a calendar year	KPI-P-16	25
	Proportion of PhD holders contributing to Scopus/ISI research in a calendar year	SKPI-CBA-11	60%

Theme	Research and Scholarship			
Goal 3	Strengthen research and scholarship, and its impact on industry and education			
Objective 1	Increase research and scholarly contribution and align with national plans.			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Increase quality publications and scholarly contributions.	Publications and scholarly output	Annually	Institutional Support	Faculty CRC
2. Increase curricula/ pedagogy-based research	Pedagogy Research output	Annually	CRC Research Labs	CRC Research Committee
3. Expand Visiting Scholar Program in collaboration with academic programs	Visiting Scholars	Annually	Institutional Funding	Dean & Vice Dean
4. Increase external collaboration in research and scholarly activities.	Research Collaborations	Annually	Institutional Support & Funding	Dean & Vice Dean

Theme	Research and Scholarship			
Goal 3	Strengthen research and scholarship, and its impact on industry and education			
Objective 2	Enhance academic curricula through research			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Establish post-graduate research degrees	Post-graduate research degrees	By 2023	Institutional support	Dean & Vice Dean
2. Integrate research component in courses.	Research assignment in targeted courses	Annually	Support from CRC and faculty members	Chairs/ Associate Chairs
3. Support student participation in research activities	Student-participated research output	Annually	Students Support	Chairs/ Associate Chairs & Faculty

Theme	Research and Scholarship			
Goal 3	Strengthen research and scholarship, and its impact on industry and education			
Objective 3	Increase research support			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Develop a balanced teaching load strategy to facilitate research for faculty	Balanced teaching load	Annually	Institutional Support	Chairs & Associate Chairs
2. Optimize shared research resources and database	Shared resources and database	Annually	Institutional Support	RIC and CRC
3. Continuous internal and external research training support for faculty	Workshops and research training	Annually	Institutional Support	RIC and CRC

**STRATEGIC
THEME**

4



INNOVATIVE AND STRATEGIC PROFESSIONAL DEVELOPMENT

Goal 4:

STRENGTHEN STRATEGIC HUMAN RESOURCE
PLANNING, TRAINING AND DEVELOPMENT FOR
FACULTY AND STAFF

OBJECTIVE 1:

TO ATTRACT, RECRUIT AND RETAIN QUALIFIED
FACULTY AND STAFF.

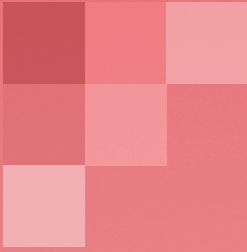
OBJECTIVE 2:

TO ENRICH FACULTY AND STAFF PROFESSIONAL
DEVELOPMENT.

Objective	KPI	Code	Target
1. To attract, recruit and retain qualified faculty and staff	Ratio of students to teaching staff	KPI-P-11	18
	Percentage of teaching staff distribution (PhD/ Masters) Details found in KPIs 12 c & d	KPI-P-12	
	Gender: Male/Female % (Details in KPI 12 a & b)		
	Gender: Male/Female	KPI-P-12a	55%
	Academic Rank (PhD Holder)	KPI-P-12b	45%
	Academic Rank (PhD Holder - Male)	KPI-P-12c	80%
	Academic Rank (PhD Holder - Female)	KPI-P-12d	80%
	Faculty turnover rate	KPI-P-13	8%
2. To enrich faculty professional development	Proportion of faculty participating in subject-specific professional development activities	SKPI-CBA-12	50%

Theme	Innovative and Strategic Professional Development			
Goal 4	Strengthen Strategic human resource planning, training and development for faculty and staff			
Objective 1	To attract, recruit and retain qualified faculty and staff			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Attract, recruit and retain local and international talent	Recruitment Report	Annually	Institutional Support	Department and college recruitment committee HR
2. Expedite internal faculty promotion	Faculty Promotion Report	By 2020	College & Institutional Support	Dean & Vice Dean Department Chair College Council University Council

Theme	Innovative and Strategic Professional Development			
Goal 4	Strengthen Strategic human resource planning, training and development for faculty and staff			
Objective 2	To enrich faculty & staff professional development			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Support faculty & staff in obtaining professional/academic certifications	Professional Certifications	Annually	College & Institutional Support	Department Chair Dean Vice Dean
2. Promote Professional training for faculty	Professional Development Report	Annually	College & Institutional Support	Department Chair Dean Vice Dean



**STRATEGIC
THEME**

5



VISIBILITY, OUTREACH AND PARTNERSHIP



VISIBILITY, OUTREACH AND PARTNERSHIP

Goal 5:

STRENGTHEN ENGAGEMENT AND COMMUNICATIONS
WITH EXTERNAL STAKEHOLDERS

OBJECTIVE 1:

ENHANCE COLLABORATIONS WITH STAKEHOLDERS.

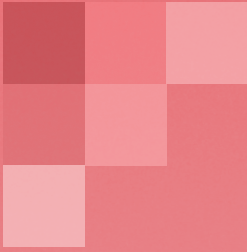
OBJECTIVE 2:

DEVELOP LIFELONG LEARNING THROUGH
EXECUTIVE EDUCATION.

Objective	KPI	Code	Target
1.Enhance collaborations with stakeholders	Number of MOUs for academic and research collaborations	SKPI-CBA-13	7
	Proportion of Alumni participating in Annual Alumni Events	SKPI-CBA-14	15%
	Proportion of faculty actively engaged in community services	SKPI-CBA-15	70%
	Proportion of students actively engaged in community services	SKPI-CBA-16	20%
2. Develop lifelong learning through Executive Education	Establishment of Executive Education Center (EEC)	SKPI-CBA-17	1
	Number of certification programs conducted by the EEC	SKPI-CBA-18	3

Theme	Visibility, Outreach and Partnership			
Goal 5	Strengthen engagement and communications with external stakeholders			
Objective 1	Enhance collaborations with stakeholders			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Establish active MOUs with relevant organizations	MOU reports	Annually	Institutional support	Dean & Vice Dean
2. Establish college-level alumni office and enhance engagement with CBA alumni	Alumni Engagement Report	Annually	Institutional Support	Dean & Vice Dean Chairs & Associate Chairs
3. Increase faculty and student involvement in community services	Community Service Report	Annually	Institutional Support	Outreach & Community Service Committee

Theme	Visibility, Outreach and Partnership			
Goal 5	Strengthen engagement and communications with external stakeholders			
Objective 2	Develop lifelong learning through Executive Education			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Establishment of an Executive Education Program	Executive Education Program	Spring 2021	Institutional support	Dean & Vice Dean
2. Develop short courses through Executive Education	Certification Programs	Spring 2022 – Spring 2023	Institutional support	Dean & Vice Dean



**STRATEGIC
THEME**

6



ECONOMIC SUSTAINABILITY

Goal 6:

INCREASE FINANCIAL RESOURCES TO ENHANCE THE INFRASTRUCTURE AND TECHNOLOGY FOR TEACHING AND LEARNING.

OBJECTIVE 1:

STRENGTHEN FINANCIAL RESOURCES.

OBJECTIVE 2:

INCREASE FINANCIAL RESOURCES FOR TEACHING AND LEARNING FACILITIES. EXECUTIVE EDUCATION.

Objective	KPI	Code	Target
1.Strengthen financial resources	Proportion of Income from diversified sources compare to Total Revenue of CBA	SKPI-CBA-19	1%
2.Expand teaching & learning facilities	Student satisfaction with learning resources	KPI-P-17	75%
	Faculty satisfaction in teaching and learning facilities	SKPI-CBA-20	75%
	Number of externally funded research projects	KPI-P-21	8

Theme	Economic Sustainability			
Goal 6	Increase financial resources to enhance the infrastructure and technology for teaching and learning			
Objective 1	Strengthen financial resources			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Develop partnerships with business and industry to solicit funding	External Funding	Annually	Institutional Support	Dean, Vice Dean,
2. Deliver bespoke training and consultation for organizations	Training and consultation	Annually	Institutional Support	Dean, Vice Dean, Chairs, Associate Chairs

Theme	Economic Sustainability			
Goal 6	Strengthen engagement and communications with external stakeholders			
Objective 2	Develop lifelong learning through Executive Education			
Actions	Deliverables	Time Frame	Resources Required	Responsible Person
1. Establishment of an Executive Education Program	Executive Education Program	Spring 2021	Institutional support	Dean & Vice Dean
2. Develop short courses through Executive Education	Certification Programs	Spring 2022 – Spring 2023	Institutional support	Dean & Vice Dean

CBA's Themes	CBA's Goals	Institutional KPIs	Total	%
Theme 1: Students Excellence	Enhance students' competencies and support	1	5	12%
Theme 2: Teaching Pedagogy and Curricula	Review curricula and teaching pedagogy to align with Saudi market needs & Vision 2030	10	16	38%
Theme 3: Research and Scholarly Contributions	Strengthen research and scholarship, and its impact on industry and education.	3	4	9.5%
Theme 4: Innovative and Strategic Professional Development	Strengthen strategic human resource planning, training, and development for faculty and staff	6	7	16.6%
Theme 5: Visibility, Outreach and Partnership	Strengthen engagement and communications with external stakeholders	0	6	14.4%
Theme 6: Economic Sustainability	Increase financial resources to enhance the infrastructure and technology for teaching and learning	2	4	9.5%
	TOTAL	22	42	100%