

Strategic Plan

COLLEGE OF BUSINESS

1437-1442 (2016-2020)

UMM AL QURA UNIVERSITY



Executive Summary

The 2016-2020 Strategic Plan of the College of Business (CoB) seeks to enhance growth and reputation by building on current strengths. This plan builds on a number of successes and accomplishments since the 2009-2014 strategic plan and is closely aligned with the Saudi Vision 2030.

CoB has recognized the need to address several urgent challenges. Currently CoB faces challenges to enrollment, faculty and staff recruitment. By concentrating our efforts on the strategic initiatives presented in this plan CoB will better serve each of its key stakeholder groups:

- The faculty and staff;
- The prospective and current students;
- The employers and members of the business community; and
- The Saudi Nation in general and the Makkah region in particular.

CoB Vision

Be THE institution worthy of the Honour of Makkah by becoming the leading Business School in the region

CoB Mission

Honourably Serve Makkah and its stakeholders through an environment of excellence in business studies scholarship to develop Capable & Trustworthy, Servant Leaders

CoB Values



SERVICE



CAPABILITY



TRUSTWORTHINESS



**SERVANT
LEADERSHIP**

Strategic Emphasis

A: STUDENT ENGAGEMENT & SUCCESS

Goal: *Develop career-ready graduates*

Objectives:

1. Increase student participation in internships
2. Increase student support
3. Increase job placements
4. Formulate Exchange Relationships
5. Launch industry specific graduate and undergraduate programs
6. Align with industry leading accreditation programs like NCAAA, AACSB and EFMD for quality assurance and enhancement

Action Plan:

1. Provide a Career-Readiness Program.
2. Increase participation in internships, projects, and high-impact learning experiences.
3. Enhance our focus on student competencies.
4. Identify and finalize student Exchange Relationships.
5. Launch industry specific graduate and undergraduate programs
6. Obtain NCAAA National Accreditation, as well as International EFMD/AACSB advanced standing.

B: INDUSTRY & COMMUNITY ENGAGEMENT

GOAL: *Engage with the industry & business community*

Objectives:

1. Formalize an “Engagement Process”
2. Establish an Industry Advisory Board
3. Finalize decision whether to introduce Executive programs

Action Plan:

1. Formalize an engagement process.
2. Establish an Advisory Council
3. Analyze opportunities for executive programs.

C: BASIC AND APPLIED RESEARCH

GOAL: *Facilitate and encourage basic and applied research activities for enhanced output*

Objectives:

1. Increase the number of basic scholarly publications
2. Activate research centers and establish institutes
3. Increase the number of applied research publications
4. Encourage external funding for research

Action Plan:

1. Support basic research
2. Establish research centers and institutes.
3. Enhance and support applied research.

This strategic plan charts a direction for CoB for the next five years that will require us to excel in the areas most important for our future and that of our students, the future of Umm Al-Qura University, and the future of KSA in general and Makkah region in particular.

Preamble

It is my pleasure to present to you the 2016-2020 Strategic Plan of the College of Business (CoB) which is the roadmap to enhanced growth and reputation by building on our current strengths, seizing on several key opportunities, and by developing and implementing innovative solutions to the challenges confronting the school. This process was triggered in the past year with the visit of the AACSB accreditation mentor's visit to the CoB in 2015.

As advised a committee was formed to begin working on the strategic plan starting with a redefining of our vision and mission, which helped us identify the core values we subscribe to as well as our strategic objectives.

The current plan builds on a number of successes and accomplishments since the 2009-2014 strategic plan. However with the new Saudi Vision 2030 which is built around the three themes of a vibrant society, a thriving economy and an ambitious nation it became imperative that CoB aligns itself with the direction of the Saudi nation.

CoB has recognized the need to address several urgent challenges. In 2016, CoB faces challenges to enrollment, faculty and staff recruitment. CoB can address these challenges to a considerable extent by seizing on the opportunity to participate in the rebirth and transformation of KSA as envisioned in Saudi Vision 2030.

Under the second pillar of the vision for a thriving economy the commitment towards ‘Learning for Working’, ‘Providing Equal Opportunities’, ‘Attracting the Talents we need”, ‘Integrating Regionally and Internationally’, ‘Supporting our National Companies’ we seek alignment of the CoB. Where as under the third pillar we seek to contribute to business and social responsibility through industry academia partnerships as well as applied research. The ‘Human Capital Initiative’ gives us the perfect opportunity to contribute towards the success of the Saudi nation.

To take full advantage of this opportunity, we will need to adapt, improvise, and innovate with focus and with speed, and we will need to identify the means to support and grow our capacity to do these things. In its simplest form the plan is to enhance our ability to supply workforce-ready talent; strengthen relationships between our talented students and the needs of the region; develop and leverage the research capabilities of our faculty by focusing these capabilities on the needs of our students and the community; and to fully capitalize on our location which provides an unrivaled competitive advantage.

We believe that by concentrating our efforts on the strategic initiatives presented in this plan CoB will better serve each of its key stakeholder groups:

- The faculty and staff who we need to retain and attract and upon whom we rely to serve our other stakeholders;

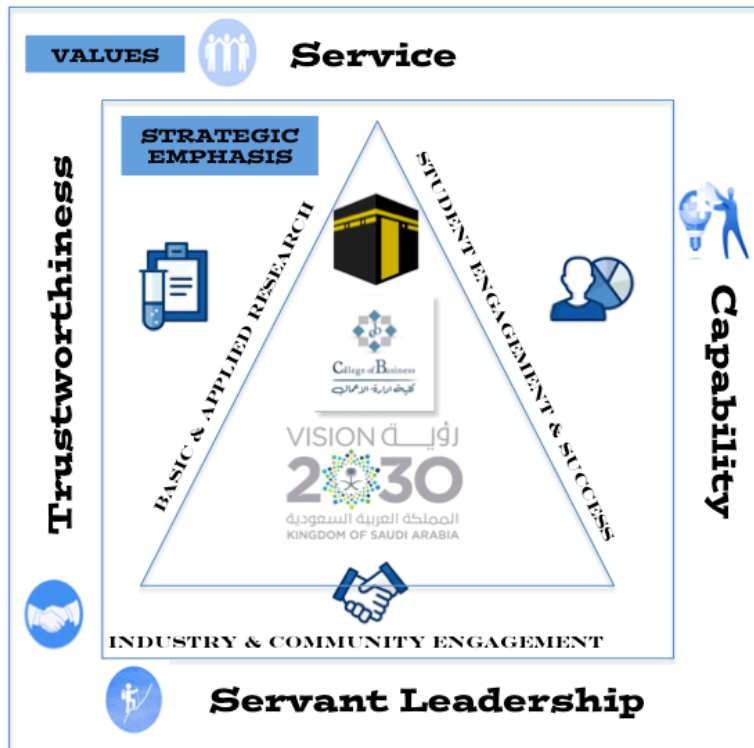
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- The prospective and current students who wish to gain a strong foundation for successful lives and careers;
 - The employers and members of the business community who seek to hire our students and partner with us to address their critical needs; and
 - The Saudi Nation in general and the Makkah region in particular.

The actions outlined in the Strategic Plan will strengthen our position with respect to quality assurance and prepare us to take a leadership position in the region. The initiatives which provide the foundation for the 2016-2020 Strategic Plan follow from and are consistent with the mission and vision statements developed by the School in 2015.

In the initial stages of the 2016-2020 planning process several steps were taken to gather feedback from key stakeholders regarding opportunities and challenges and regarding activities which needed to be maintained or strengthened based on the progress made over the past several years. We also sought to identify new initiatives which would take advantage of opportunities and/or address the challenges which had been identified. This process led us to identify our strategic emphasis as given in the figure below.

VISION

'Be THE institution worthy of the Honor of Makkah by becoming the leading Business School in the region'



MISSION

'Honorably Serve Makkah and its stakeholders through an environment of excellence in business studies scholarship to develop Capable & Trustworthy, Servant Leaders'

Efforts focused in each of these three areas will lead to the overall enhancement of the CoB, and several of the initiatives seek to integrate and exploit synergies among these efforts. As Student Success improves, the School's reputation is enhanced among potential students and within the business community, prompting increased enrollment, better retention, and career success. As we enhance Engagement, CoB is better able to meet the

business community's needs, both in workforce preparation and in collaborations which leverage the research expertise of the faculty. As Basic and Applied Research activities are strengthened the School will increase its value to the business community, students, and faculty; and raise its stature within the academic and professional communities.

We believe that Engagement is the lynchpin. Engagement – direct, sustained participation in activities and events taking place in the business community, responsiveness to requests for collaboration, and the active pursuit of opportunities for the same – will enable us to develop valuable insight into market demands and to enhance our efforts to develop the skill sets which our students need to be successful. We hope to expand the opportunities for our students to be directly involved in the economic activities of Makkah, and these opportunities will be created through updated and new academic programs, and through the inclusion of high impact learning opportunities that an engaged faculty and school will provide. Similarly, efforts to enhance our research activities benefit from a closer collaboration with organizations and business leaders.

Stated simply, this strategic plan targets initiatives and activities that will improve student success, activate and support student and faculty engagement, and support and encourage enhancements to both basic and applied research. By design, we seek to fully exploit the points of intersection between these three points.

The following sections highlight the current thinking regarding goals, objectives and critical aspects of implementation pertaining to each of the

three areas of emphasis. CoB regards the planning effort as a dynamic process, subject to the impact of additional constraints and opportunities. Therefore, this plan sets forth a foundation for the efforts which will be undertaken in the months and years ahead, to be further expressed in action plans which will identify oversight, resource requirements and accountability.

Embracing the principles of continuous improvement, these efforts, and existing programs and activities will be the focus of regular review and adjustments. Toward this end, we will be establishing benchmarks and gathering data to track performance and progress with respect to several key metrics and outcomes associated with these three areas of emphasis. The table presented below presents a partial list of the metrics being considered:

Selected Key Success Metrics		
Student Success	Engagement	Research
Job placement	# of industry specific programs offered	Publications in highly recognized, leading peer-reviewed journals
Enrollment, retention, graduation rates	Faculty participation in activities that place faculty in direct contact in meaningful ways with business and organizational leaders	Research revenues from various external sources such as industry and community/governmental agencies to support individual and collaborative research activities
Employer evaluations of student preparedness	Involvement of members of the business community, and their organizations in the mission of the CoB	Establishment of research centers that, among other goals, support and enhance research and involvement with industry and organizational partners

A: Student Engagement & Success

CoB has a tradition of helping students reach their goals. Developing students who are able to compete in the workplace and become successful employees, managers, executives, and entrepreneurs by being trustworthy, capable, service oriented servant leaders is CoB's fundamental purpose.

GOAL: *Develop career-ready graduates (whether at the baccalaureate or at masters level), who are competitive in the marketplace as a result of an educational experience combining academic excellence, real-world business experiences, and innovative technology.*

Objectives

1. **Increase student participation in internships:** Beginning in 2017, increase the number of students participating in internships by 10% each year over the next four years.
2. **Increase student support:** Beginning in 2017, develop special programs and curricula to help student succeed academically and professionally.
3. **Increase job placements:** Identify and support the students in finding job placements as well as increase the tools available to help them.
4. **Formulate Exchange Relationships:** Identify and formulate exchange relationships with other Business Schools regionally

(GCC) and Internationally.

5. **Launch industry specific graduate and undergraduate programs:** Design and develop cutting edge programs at both graduate and undergraduate level as per market requirements.
6. **Align with industry leading national and international accreditation programs like NCAAA, AACSB and EFMD.**

Action Plan:

1. **Provide a Career-Readiness Program.** Launch a College-wide *Career-Readiness Program* which ensures awareness of career options for every major, underscores the importance of engagement, and readies students for their required participation in high-impact learning activities (i.e., internships, projects, and service learning opportunities.) Also help students prepare the application package (cover letter, CV/Resume) to increase their chances of recruitment.
2. **Increase participation in internships, projects, and high-impact learning experiences.** Develop goals and programs to increase student participation in internships, seasonal jobs and project experiences.
3. **Enhance our focus on student competencies.** Undertake specific measures by which students learn and demonstrate competencies in key workplace skills (e.g., critical thinking, written and oral communication

skills, quantitative and qualitative decision making skills, leadership, ethics and technical/computer application skills) and the methods by which students will be exposed to, practice, and master these skills.

4. **Identify and finalize student Exchange Relationships:**

Identify similar business schools and formulate exchange relationships with them regionally (GCC) and Internationally.

5. **Launch industry specific graduate and undergraduate**

programs: Design and develop cutting edge programs at both graduate and undergraduate level as per market requirements in consultation with Advisory Council, and other stakeholders.

6. **Obtain NCAAA National Accreditation, as well as**

International EFMD/AACSB advanced standing: To enhance the quality of our program and to align it with industry leading accreditation programs, CoB will work extensively to get validation for its efforts by pursuing the NCAAA, EFMD and AACSB accreditations. CoB will assign special teams for this purpose and will carry forward the successes of the first plan to bring this to fruition.

B: Industry & Community Engagement

CoB continues to enhance its academic programs and align its

students and its faculty with the activities, interests and concerns of business practitioners. Through the efforts of a number of individual faculty members, staff, students, and alumni, CoB is working with businesses and organizations throughout Makkah.

Through the strategic planning process, we have heard and seen evidence that most of our key stakeholders believe that engagement is a significant area of interest and opportunity for CoB. We have heard some concerns about the extent to which the business community regards CoB as a major asset to the region, and we intend to remedy this situation. We recognize that Engagement is:

- A critical pathway to significant opportunities for experiential learning and job placement,
- A pathway to a greater role for CoB in the economic success of the region,
- The context for significant innovation and adaptation within CoB,

GOAL: *Engage with the surrounding business community to enable CoB to become a partner of choice in a multi-pronged relationship focused on collaborative research, applied research and workforce preparation.*

We believe pursuit of the following objectives will help to build mutually beneficial, synergistic and sustainable relationships with the business community. In pursuing these objectives, there will be a concurrent

emphasis on efforts to encourage and support faculty participation in professional activities and events taking place in the business community (e.g. participation on panels and program committees) and effective, sustained collaborative working relationships with area organizations and businesses. Many of these efforts will be reflected in activities noted below, and in the following section focused on applied research activities.

Objectives

1. **Formalize an “Engagement Process”:** Develop a format that will be used by the Dean’s Office, incorporating key faculty and staff, to assess the potential for strategic relationships with key organizations and businesses in the region.
2. **Establish an Industry Advisory Board:** Explore and invite key industry leaders to assist the college governance and management process.
3. **Finalize decision whether to introduce Executive programs:** CoB will determine the feasibility of launching an Executive MBA program, the area of focus for such a program, and establish a target date for launch.

Action Plan

1. **Formalize an engagement process.** Conduct “Needs Assessment” meetings with business leaders to

explore opportunities in areas such as internships, placement, executive education, consulting opportunities, and research, for the purpose of establishing working collaborations.

2. **Establish an Advisory Council:** Form an industry advisory council to advise school on academic offerings and strategic direction.
3. **Analyze opportunities for executive programs.** The Dean's Office, the Vice Deans as well as program Chairs will collaborate to determine the feasibility of launching Executive programs, and, if feasible, the area of focus for such a program and a target date for launch.

C: Basic and Applied Research

Our faculty has trained at top universities from across the globe, and many have taught at these same universities. Through their collaborations with other leading scholars they continue to advance the frontiers of knowledge. They bring these insights and their research skills – into the classroom and provide unparalleled business education.

GOAL: *Encourage and enhance basic and applied research activities that result in high-impact scholarly and applied publications, funded research grants and contracts, and enhancement of the academic curriculum.*

Our Strategic Plan builds on CoB tradition of and commitment to scholarly research and provides additional encouragement and support for applied research that provides solutions to the challenges faced by businesses and the surrounding community.

CoB supports three forms of faculty scholarship: discipline-based research, contributions to practice, and learning and pedagogical research. Thus far, we have focused primarily on the support of discipline-based, “basic” research. The reputation gained by CoB based on production of scholarly publications and the faculty expertise that supports that reputation are key differentiators of CoB. This work, and support for it, must continue. We believe that CoB must also specifically encourage and support “applied” research which can serve to connect faculty to the business community. The objectives below are designed to strengthen and develop additional resources for basic research and to establish opportunities for the expansion of applied research.

Objectives

1. **Increase the number of basic scholarly publications:**
Increase the number of publications in the journals by 10% for each of the next 4 years
2. **Activate research centers and establish institutes:**
Activate research center/s, and add an additional center in the next 4 years.
3. **Increase the number of applied research publications:**

Increase the number of applied research publications by 10% for each of the next 4 years.

4. **Encourage external funding for research:** Help faculty members in securing external research grants and contracts.

Action Plan

1. **Support basic research.** Strengthen the infrastructure to support, encourage, and reward basic scholarly research. Identify resources to support research, and establish research awards for exceptional scholarship.
2. **Establish research centers and institutes.** Develop a model specifying criteria for the establishment of new CoB Administration research centers and institutes.
3. **Enhance and support applied research.** Develop the infrastructure and identify resources to support, encourage, and reward applied research conducted in collaboration with organizational partners. Establish financial incentives for faculty to engage in research supported by contracts with industry partners that are coordinated through CoB as “sponsored research.”

Conclusion

This strategic plan charts a direction for CoB for the next five years that will require us to excel in the areas most important for our future and that of our students, the future of Umm Al-Qura University, and the future of KSA in general and Makkah region in particular.

The unique process we used to create this plan began with CoB Strategic Planning Committee who established a process for involvement by and input from a variety of key stakeholders including faculty, staff, students, and the business community.

CoB is at a critical point in its history. We must strive to maintain focus and strengthen support for our mission, and we must rededicate ourselves to the success of our students and the success of the business, government, technology, not-for-profit, start-up, communities in which we find ourselves in view of the Saudi Vision 2030. Our ability to provide value to these key stakeholder groups will determine our collective future. We must provide the intellectual capital necessary to help make KSA's launch into its next iteration successful and sustainable. The College of Business will be a leader in this endeavor Inshallah.

Dr. Sultan A. Bugami

Dean

College of Business

1437/2016