



كلية الاقتصاد والإدارة







## Introduction

With great pride, we offer in your hands the Strategic Plan of the Faculty of Economics and Administration for the period from 2010 to 2014 which was developed by faculty members, administrators, and students, as well as representatives of various groups in society and business sectors, and in accordance with the strategic plan of King Abdulaziz University.

The high level of ambition reflected in the objectives of this plan is combined with a high level of enthusiasm and determination from all those involved in the implementation of the plan. All of this has been energised because of the limitless support from the University President Prof. Osama Bin Sadiq Tayeb.

Finally, I would like to express my sincere appreciation to all who contributed to the preparation of this work and in particular to the Faculty Associate Dean for Development, Dr. Sulaiman Bin Abdul Rahman Al-Alsheikh and his staff.



**Prof. Hussam Bin  
Abdul Muhsin Al-Angari**  
Dean of the Faculty of Economics  
and Administration



## Overview

FACULTY OF ECONOMICS AND ADMINISTRATION (FEA), a part of KAU was founded in 1967 and has developed to become one of the major schools in the country. FEA has a student population of over 26,000 undergraduate students and over 700 graduate students, and employs over 242 full-time academic staff, and 130 non-academic staff. The school offers a full range of degrees from tailored short-course certificates to Masters Degrees.





## KAU Strategic Plan

The main components of the strategic plan of King Abdulaziz University (KAU) are stated as follows:

### Mission Statement

Serving the community through excellence in education, science, and research

### Vision Statement

- Excellence in knowledge: based on Islamic values and original academic tradition.
- Outstanding graduates with high level of professionalism and skills.
- Participating in the development of society.

### Strategic Dimensions

To accomplish its vision, KAU has decided to work on six strategic dimensions:

- Academic accreditation
- Total quality management
- Beneficiaries
- Integration and preparation
- The utilization of university capabilities and resources
- Research

In light of these objectives the Faculty of Economics & Administration (FEA) has developed its vision, mission, core values, and key objectives.



## FEA Strategic Planning Process – Review and Revision

### Historical Context

The Faculty of Economics and Administration (FEA) has gone through three stages of strategic planning. The 1990's up until 2004 is considered the early stage of strategic planning during which strategic directions were set forth by a task force consisting of the dean, associate deans, and a limited number of faculty members. No formal strategic plan document was issued at that time, and participating in the development of such strategic directions were kept minimal.

The second attempt to develop a strategic plan was made between 2004 and 2008. This stage can be characterized by two major improvements- participation and formal documentation. The process started in April 2004 when Dean Al-Eatani called for a college-wide faculty meeting that was convened in a nearby resort at which the strategic directions for FEA were discussed. Dean Nagadi continued the effort in April 2006 when he called for a two-day work-





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shop at the Jeddah Westen Hotel. More than 50 faculty members (male and female) participated in the workshop representing all six academic departments along with few staff members representing the administration. An Ad-hoc committee was formed to develop the strategic plan document, based on ideas approved at the workshop. Dean Bardesi carried on the implementation of the plan after he got approval for the strategic plan document from the faculty board in September 2007 and later from the university president. During his tenure as the FEA Dean, some strategic initiatives were executed along with some new initiatives that were not part of the original plan. Those new initiatives came because of a sudden increase in the university budget and a strong support that came from the university top management.

When Dean Al-Angari took his position in 2009, he realized that a thorough review was needed to update the strategic plan in accordance with changes that occurred in FEA strategic initiatives. He also realized that the Faculty lacked a formal strategic planning process to take care of implementing and updating the plan. As a result, a formal strategic planning process was approved. An updated version of the strategic plan was developed through the newly approved process, and was approved by the FEA Faculty Board on August 2009.

The Faculty of Economics and Administration (FEA) views its strategic plan as an evolving document. The plan will be reviewed periodically through a formal strategic planning process conducted by the faculty's strategic planning committee. The following is a description of FEA's strategic planning process as approved by FEA Board in August 2009.



## Strategic Planning Committee

The strategic planning committee administers the process of developing, implementing, evaluating, and updating the strategic plan. It is headed by FEA Dean and consists of the following members:

- The associate deans
- A representative of department chairs
- A representative of department coordinators (female campus)
- Two representatives of faculty members (male campus)
- A representative of faculty members (female campus)
- A representative of administrative staff (male campus)
- A representative of administrative staff (female campus)
- A representative of student body (male campus)
- A representative of student body (female campus)

### **Responsibilities of the Strategic Planning Committee are as follows:**

- Provide a process for strategic planning that includes a periodic assessment and development of the strategic plan through the participation of FEA stakeholders
- Oversee the implementation of the strategic plan
- Evaluate the progress of the faculty-wide projects in achieving FEA mission and strategic objectives
- Review and re-draft, as needed, the FEA mission and strategic plan





## Strategic Planning Process

- Submit an annual report that includes assessment of the strategic plan and recommendations for future initiatives

The following steps are followed to evaluate, revise, and update FEA's strategic plan.

### Step 1

The strategic planning committee develops an annual report on implementation by the end of the academic year. This report is presented on two occasions; a special faculty-wide meeting and the executive consultative committee meeting. The strategic planning committee collects feedback from participants for further discussion.

### Step 2

The strategic planning committee will revise the strategic plan annually based on comments received from FEA stakeholders and changes recognized in FEA internal and external environments. The committee decides if a thorough revision and update of the plan is needed.

### Step 3

The strategic planning committee initiates the revision process by drafting a revised version of the strategic plan.

### Step 4

The draft is presented to the following groups of stakeholders for review, discussion, and recommendations:

- A) Faculty boards of each academic department
- B) The executive consultative committee
- C) Four groups of students representing graduate and undergraduate students at both male and female campuses.



**Step 5**

The draft document is revised based on feedback given by stakeholders.

**Step 6**

The final document is presented to the faculty board and the University President for approval.

**Step 7**

The approved document is disseminated to all stakeholders through proper channels.

The Faculty of Economics and Administration (FEA) is determined to reach the leadership position in shaping the education and practice in the fields of





## FEA Strategic Plan: 2010-2014

### Vision Statement

management, economics, accounting, law, and political science not only in Saudi Arabia, but also in the Middle East.

### Mission Statement

The Faculty of Economics and Administration (FEA) is a national multi-disciplinary institution that serves full-time and part-time undergraduate and graduate students and working professionals. FEA is committed to:

- Providing its graduates with knowledge, skills, and values that enable them to actively integrate these attributes into their professional careers.
- Empowering faculty to produce a balanced mix of basic and applied research that would enrich the advancement of knowledge and provide creative solutions to problems that exist in national business and governmental sectors.
- Increasing the contributions of faculty, staff, and students to the enrichment of the common good of civil societies, business firms, and governmental agencies at the local and national levels. This is accomplished by offering various customized research, consultation and faculty and student led training programs that cater to each group needs.



## Core Values

As the FEA faculty, staff, and students, we commit ourselves to basic values, the most important of which are:

**Code of Conduct:**

Adhering to high ethical standards and a professional code of conduct with everything we do at the FEA.

**Transparency:**

The full, accurate, and timely disclosure of information related to the FEA students, professors, and staff.

**Cooperation :**

Working together toward achieving common causes and mutual benefits.

**Teamwork :**

Encouraging teamwork among FEA students, professors, and staff.

**Quality:**

Adhering to high standards of quality in everything we do at the FEA with special attention given to continuous improvement.

**Creativity:**

Establishing a culture for creative thinking through which innovative ideas may enlighten teaching, research, and community service.





## FEA (SWOT) Analysis

### Strengths

The main strengths of the FEA are:

**Diversified Academic Programs:**

The school offers a variety of educational programs at both the graduate and undergraduate levels.

**Technical Support:**

We have seventeen well-equipped computer labs and six English language labs along with an electronic library. Moreover, the campus has modern buildings and sufficient facilities, including many smart classrooms.

**Faculty Members:**

Professors who hold Ph.D. degrees in their respective majors have graduated from American and European well-reputed universities.

**Financial Resources :**

The faculty is a governmental institution. This facilitates, among many other advantages, financial stability. In addition, the faculty has recently succeeded in generating new resources through developing paid programs such as a Bachelor degree in two fields as well as four Executive Master programs.

**Student Participation:**

We have seven student clubs and four committees through which many students actively participate in extra-curricular activities. These clubs offer a wide spectrum of programs to our students among which are training courses and visiting programs.

**Related Institutions :**

The faculty houses the Islamic Economic Research Center, an excellent institution, and the Center for Research and Development as well as the Business Development Center.



## Weaknesses

The FEA needs to give more attention to some areas such as:

### **Number of Students:**

The student / faculty ratio is approximately 1:114, which is high and is expected to increase in the near future.

### **Research Contribution:**

The spirit of scientific research is not very strong. This has resulted in less than expected number of academic papers produced annually. Moreover, no scientific conferences were hosted by the FEA in recent years.

### **Responding to Changes in the Job Market:**

We still have some graduates who are not qualified enough to satisfy the ever changing job market requirements.

### **Commitment by Some Faculty Members :**

The weak commitment of some faculty colleagues towards achieving FEA objectives and the unfortunate early resignation of a few others.

### **Teaching Skills :**

Some faculty members do not possess adequate teaching skills resulting in poor interaction with their students.

### **Bureaucracy :**

The administrative system used is highly bureaucratic.



## Opportunities

The main opportunities before the FEA are:

### **Potential Strategic Alliances:**

It is possible to form strategic alliances with comparable colleges as well as organizations in both the private and public sectors.

### **Increasing Demand for Education:**

There is a strong market for all paid programs offered by the FEA at both the graduate and undergraduate levels.

### **Strategic Location:**

The unique geographic location of the city of Jeddah (near the two holy cities; an important port at the Red sea; and a commercial center of Saudi Arabia) brings many advantages to the FEA.

### **Market for Research and Consultation:**

There is a growing market for research, consultation, and training in all sectors of society.

### **Government Support:**

Higher education continues to be a priority for the government with special attention given to utilizing technology for education.

### **Role of Women in Society:**

FEA could benefit from the recent trend in government policies towards empowering women to have a more active role in society.



## Threats

The FEA needs to give more attention to some external threats such as:

**Public Confidence:**

There is a negative perception of the local communities towards the college and a lack of confidence in its graduates.

**Competition :**

Saudi Arabia's accession to the WTO will potentially result in an increasing number of international colleges that will offer academic programs that will compete with programs provided by the FEA (e.g., BS in business administration, MBA).

**Centralization:**

Since KAU is a government-owned institution, many decisions and policies must be approved by the government.

**The Saudi Public School System :**

Many high school graduates do not get adequate levels of education that enable them to succeed in their academic studies.

**Attractive Job Opportunities :**

The private sector offers many attractive job opportunities to faculty members.





## Strategic Directions and Goals

We, the faculty, staff, and students of the FEA commit ourselves to fulfilling our vision and mission and satisfying our core values through working on the following strategic directions:





## First Strategic Direction: Excellence in Education

The FEA will have a dominant position as one that provides the best academic programs in the region.

Strategic Goals	Objectives	Initiatives	Action Plans		
			Time-line	Additional Fund	Responsibility
(1): Maintaining world-class curricula that would reflect contemporary teaching standards and satisfy the job market requirements.	(1): Reviewing, evaluating, and revising each academic program by its stakeholders every four years.	(1): Developing learning goals and objectives for each academic program and revising academic programs to ensure quality education.	2010		Associate Dean / Associate Dean for Graduate Studies & Scientific Research
		(2): Periodically assessing academic programs in accordance with their learning goals.	2010		Associate Dean for Development
		(3): Establishing five new academic departments in response to job-market demands.	2011		Associate Dean for Development
	(2): Obtaining at least three accreditation certificates from national and international accreditation agencies by 2015.	(4): Establishing a culture of quality education, and preparing the different academic departments to apply for accreditation from their specialized associations.	2010		Associate Dean for Development
		(5): Seeking accreditation for the department of Business Administration and the department of Accountancy from the Association to Advance Collegiate Schools of Business (AACSB).	2015	\$300,000 annually	Associate Dean for Development
		(6): Seeking accreditation for the programs of MBA and EMBA from the Association of MBAs (AMBA).	2011	\$100,000 annually	Associate Dean for Development
		(7): Seeking accreditation for the Faculty programs from the National Committee for Academic Accreditation and Assessment (NCAAA).	2011		Associate Dean for Development



Strategic Goals	Objectives	Initiatives	Action Plans			
			Time-line	Additional Fund	Responsibility	
(2): Creating a learning environment that responds to students' diverse needs.	(3): Improving faculty teaching skills by requiring each of them to attend at least one training program per year.	(8): Designing and implementing training programs for faculty members.	2010		Associate Dean for Development	
	(4): Transforming the extended Bachelor Degree programs into e-Learning by the year 2013.	(9): Transforming the extended Bachelor Degree program in Business Administration into e-Learning by the year 2010.	2010		Associate Dean	
		(10): Transforming the extended Bachelor Degree program in Public Administration into e-Learning by the year 2013.	2013		Associate Dean	
	(5): Increasing student extracurricular activities by 10% annually.	(11): Reorganizing the structure and procedures that support student clubs and committees	(11): Reorganizing the structure and procedures that support student clubs and committees	2009		Associate Dean for Development
			(12): Establishing and activating four simulation programs	2010		Associate Dean for Development
			(13): Establishing and activating student business consulting services	2011		Associate Dean for Development
(3): Maintaining a sophisticated administration environment that would support all activities at the FEA.	(6): Upgrading FEA administrative system by 2011	(14): Obtaining the ISO (9000) certificate.	2011		Associate Dean for Development	
		(15): Building a comprehensive electronic system for all administrative activities.	2011		Associate Dean for Development	
	(7): Improving staff skills by requiring each of them to attend at least one training program every year.	(16): Designing and implementing training programs for FEA staff.	2010		Associate Dean for Development	



Strategic Goals	Objectives	Initiatives	Action Plans		
			Time-line	Additional Fund	Responsibility
(4): Providing our graduates with excellent education and adequate skills to be recognized among the best candidates in the job market.	(8): Decreasing the ratio of at-risk students by 5% annually.	(17): Restructuring the academic advising services.	2009		Associate Dean
		(18): Establishing a tutorial center.	2009		Associate Dean
	(9): Finding training opportunities for at least 10% of students annually.	(19): Re-designing and implement co-op training program.	2011		Associate Dean for Development
	(10): Offering career advising for at least 70% of the senior level students annually.	(20): Reactivating career advising program.	2009		Associate Dean for Development
	(11): Obtaining job opportunities for 30% of graduates each year.	(21): Reactivating employment program.	2010		Associate Dean for Development





## Second Strategic Direction: Excellence in Research

FEA will be recognised as a leading research institution in the region.

Strategic Goals	Objectives	Initiatives	Action Plans		
			Timeline	Additional Fund	Responsibility
(5): Fostering a supportive research environment for high quality research.	(12): Completing the infrastructure for research by 2011.	(22): Increasing research grants funded by the University 10% annually.	2010		Dean
		(23): Establishing three research chairs.	2011	\$130,000 annually per chair	Associate Dean for Graduate Studies & Scientific Research
		(24): Forming and approving research guidelines.	2010		Associate Dean for Graduate Studies & Scientific Research
(6): Improving our presence in the literature as well as in scientific seminars and conferences in all fields of knowledge related to FEA.	(13): Publishing 20 quality research papers during the year 2010 and then increasing that number by 20% annually.	(25): Replacing on average three exiting professors with academically qualified ones.	2010		Dean
		(26): Establishing an annual joint research program with distinguished researchers from international universities	2009	\$250,000 annually	Dean / Associate Dean for Graduate Studies & Scientific Research
	(14): Organizing two academic conferences by the year 2014.	(27): Holding the "first scientific conference" with 15 papers submitted by FEA faculty members.	2012	\$250,000	Dean / Associate Dean for Graduate Studies & Scientific Research
		(28): Holding the "second scientific conference" in with 15 papers submitted by FEA faculty members.	2014	\$300,000	Dean / Associate Dean for Graduate Studies & Scientific Research



### Third Strategic Direction: Valuable Partnerships with the Community

Promoting partnerships with cultural, business, and civic organizations that would add value to services we provide to the community.

Strategic Goals	Objectives	Initiatives	Action Plans		
			Timeline	Additional Fund	Responsibility
(7): Initiating partnerships with the business and public sectors to meet their needs for improvement.	(15): Providing services for ten organizations (private and public) annually.	(29): Providing at least seven consultation services every year by FEA faculty individually or through their private consulting offices at the University Business & Knowledge Alliance.	2010		Associate Dean for Graduate Studies & Scientific Research
		(30): Participating in at least one major consulting project every year through the University's Research and Consulting Institute (RACI)	2010		Associate Dean for Graduate Studies & Scientific Research
		(31): Providing two contracted training projects annually by the FEA Research & Development Center (DCR).	2010		Associate Dean for Graduate Studies & Scientific Research





## Key Performance Indicators

In order to gauge our progress in achieving the above goals, certain key performance indicators (KPI's) were established. These KPI's are as follow:

No.	KPI	Supported Strategic Goals
1.	Number of research grants	5
2.	Percentage increase of FEA research fund	5
3.	Number of students participating in students club and committees	2
4.	Number of student extracurricular activities	2
5.	Ratio of student at risk	4
6.	Average student evaluation of instructors	1
7.	Average student evaluation of courses	1
8.	Number of students trained	4
9.	Percentage of senior students get career advising	4
10.	Percentage of graduates employed	4
11.	Number of endowed chairs	5
12.	Number of consultations offered by FEA faculty	7
13.	Number of Services provided to organizations	7
14.	Number of published papers by FEA faculty	6
15.	Number of conferences attended by FEA faculty	2
16.	Number of training programs taken by FEA faculty	2
17.	Number of training programs taken by FEA staff	3
18.	Percentage of AQ and PQ in the business unit	1
19.	Number of new faculty employed	6







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