As per the Kuwait University academic policies and procedures, all the academic programs are required to be reviewed on a continuous basis and revised in the fifth year. The revised programs are implemented in the sixth year. This cycle of continuous improvement, periodic revision and implementation over a five-year period is being practiced ever since the College was established in 1967. The transition of the original College of Commerce, Economics and Political Science into the College of Administrative Sciences (CAS) was preceded by a strategic plan with vision, mission and objectives statements. Similarly, the transition of CAS into the current CBA was preceded by systematic development of vision, mission, objectives and a strategic plan.

At the beginning of the academic year 1998/1999, the need for the systematic review and revision of the CAS academic programs was recognized as a part of the planning cycle mentioned above. As a first step, it was desired to develop vision, mission, and objectives statements for the College for its future development. In order to achieve this objective, an ad hoc committee consisting of selected faculty members from various departments in the College was appointed by the Dean. By the end of the academic year, this Committee developed the initial vision, mission, and objectives statements. The work of the ad hoc committee provided a basis for developing an initial strategic plan. One of the guiding principles of strategic planning at the College is the continuous improvement in all faces of the College’s operations. Consistent with the needs of continuous improvement, the initial document embodying the vision, mission, and objectives statements has been widely disseminated to both the internal and external stakeholders of the College for their input during the academic year 1999/2000. Specifically, the initial vision, mission, and objectives document has been distributed to the following stakeholders of the College for their input:

1. The College faculty
2. The student body of the College
3. The Advisory Committee of the College
4. The private and public sector organizations in the country who are potential employers of the College graduates.

During the academic year 2000/2001, several faculty committees were appointed by the Dean to address the various academic programs and processes. The Mission and Objectives Committee, was given the charge of incorporating the various inputs of the College stakeholders and finalize the vision, mission, and objectives statements. During the academic year 2000/2001, this Mission and Objectives Committee consisting of all the Departments’ Heads and the Chair of the Steering Committee for AACSB Accreditation, finalized the vision, mission, and objectives document after considering the diverse perspectives of the stakeholders of the College. This finalized document provides the framework for the various activities and processes of the College and its strategic plan for the future.
The original College of Commerce, Economics and Political Science (CCEPS) got interested in adopting AACSB academic standards in 1980s. In 1983/1984 the College sought admission of the College into the AACSB Outreach Program. The various standing committees of the College were involved in the process and data were gathered from past students and the employers of the graduates in the country. The AACSB sent a team of three business school deans to the College in 1984 for an on-sight review of the College programs in 1985. In 1986 the CCEPS was formally admitted to the AACSB Outreach Program.

As CBA started the formal process for seeking the AACSB Initial Accreditation during the academic year 2000/2001, the various issues of linking CBA activities to the standards published by AACSB have become of paramount importance. In order to systematically review to what extent the various activities of CBA are linked to AACSB standards and to identify any gaps that may exist between the standards and the current situation at CBA, the Dean has appointed six faculty Committees which take charge of conducting a thorough and detailed management audit of the CBA activities and the extent to which they satisfied the published standards by AACSB. These faculty Committees in charge of each set of standards were appointed at the beginning of the academic year 2000/2001 immediately following the approval of CBA Eligibility Application to AACSB. Each of these Committees consisted of appropriate members drawn from each of the Departments of CBA. For purposes of consistency and coordination, the Chairs of each of these Committees were constituted to form the CBA Steering Committee for AACSB Accreditation.

The following six Committees were appointed by the Dean:

1. Committee on Preconditions, Mission and Objectives
2. Committee on Faculty Composition and Development
3. Committee on Curriculum Content and Evaluation
4. Committee on Instructional Resources and Responsibilities
5. Committee on Student Affairs
6. Committee on Intellectual Contributions

The above Committees conducted a detailed and thorough strategic management audit of the CBA activities, processes and practices from the perspectives of the standards published by AACSB. At the end of the academic year 2000/2001, this exercise resulted in a document entitled “Initial Self Evaluation Report” in which the strengths, weaknesses and the gaps between AACSB standards and the current activities of the CBA were identified and elaborated. Based on the world of these Committees, during the academic year 2001/2002, various measures were taken to fill the ‘gaps’ between CBA activities and the standards published by AACSB. In order to facilitate the speedy implementation of the required measures to fill the ‘gaps’, the Dean appointed a coordinator in each department who was given responsibility to implement the various programs and processes so that the CBA activities are appropriately linked to the standards published by AACSB.

The above mentioned six committees in-charge of each facet of strategic planning and implementation at the College continuously monitor the environment for significant development which impact the College programs and operations and trigger the need for change. Based on the recommendations of these six committees, in each area of concern, the relevant University, College and the departmental standing Committees get involved in bringing about the change and
implementing such change. The following is an illustration of the process of linking CBA activities to the standards published by AACSB.

- Each of the six Committees identify the changes needed to link the CBA current practices to AACSB Standards
- Each Committee makes appropriate recommendations to the relevant Departmental and College Standing Committees to bring about the changes necessary for complying the CBA operations to AACSB standards
- The CBA standing Committees submit their recommendations for change to the relevant University standing Committees.
- The University standing Committees approves the changes after ensuring the proposed changes comply with the University policies
- The approved changes to comply with AACSB standards are implemented by the departmental and College Administrators
The strategic management process at CBA was first initiated during 1997. Prior to that date the College was called College of Commerce, Economics and Political Science. Beginning in 1997, the College was transformed with a new curriculum and was named as the College of Administrative Sciences. Since 1997, the strategic management process at the College is characterized by the core concept of “continuous improvement” with the specific goal of obtaining AACSB accreditation in the near future. As a first step in this direction, a Faculty Committee was appointed by the Dean for the purpose of formulating the vision, mission and objectives of the College. Based on this document an initial strategic plan for 2000/2004 was prepared. This document along with the necessary support documentation were submitted to the AACSB seeking eligibility for applying for the initial accreditation. The College’s application for eligibility was approved by the AACSB in September 2000.

Based on the eligibility application approval by the AACSB, the College continued on the path of “continuous improvement” specifically aimed at fully meeting the AACSB standards. To achieve this strategic goal six faculty committees were appointed by the Dean and each Committee was given the charge to ensure that the College meets the standards published by AACSB. At the end of the academic year 2000/2001, the work of the six faculty committees resulted in an Initial Self Evaluation Report identifying the strengths and weaknesses and any gaps between the current situation and the AACSB standards requirements. This Initial SER formed the basis for the revised strategic plan for the period of 2001/2005. In developing these documents which reflect the strategic management process at the College, both internal and external stakeholders’ inputs were sought and incorporated. At present the Steering Committee for AACSB Accreditation and its constituent six committees in charge of each set of AACSB standards form the core organization structure at the College for developing and implementing strategic management.

The strategic management process at CBA revolves around the following key elements.

1. Making CBA activities, processes and procedures responsive to the needs of both internal and external stakeholders.
2. Establishing and maintaining the standards published by AACSB in various of CBA activities.
3. Periodic monitoring of the effectiveness of the implementation of strategic plans and reviewing the appropriateness of strategic direction and goals from the perspectives of both internal and external environmental changes.
4. Utilize the six Committee structure established for AACSB accreditation purposes for implementing, monitoring and revising strategic planning by making the Six Committee structure a permanent part of CBA governance structure.

The College Council plays critical role in providing strategic direction and in strategic planning and implementation. The Council consists of the following members:

- Dean
- Associate Deans for Academic Affairs, Student Affairs and Outreach Programs
- Department Heads
- One Representative from Private Sector
- One Representative from Public Sector
- One Elected Member representing the Assistant Professors of the Faculty
One Elected Member representing the Associate Professors of the Faculty

All major decisions, especially decisions of strategic nature, have to be approved by the College Council. In the deliberations of the College Council everybody votes except the Associate Deans.
The following procedures are utilized in relation to each of the following stakeholders for monitoring the needs, inputs to strategic planning and the overall satisfaction of each of the stakeholder group. Every five years are conducted to solicit the views of the internal and external stakeholders with regards to the various programs and processes of CBA. Such survey data provides the necessary information base for strategic planning. The CBA invites a number of overseas scholars from time and time and these experts evaluate the CBA programs and provide their critical evaluations.

Students:
1. Student applications and admissions data analysis
2. Student performance analysis as reflected in grades received in various programs.
3. Students’ needs represented by student representatives in various CBA governance bodies.
4. Student exit interviews to ensure that academic objectives of the CBA programs are achieved.

Faculty:
5. Faculty recruitment and retention data analysis to ensure the necessary faculty resources for carrying out the mission and objectives of CBA.
6. Faculty performance evaluation through a system of management by objectives with active faculty participation.
7. Practicing participatory management through adequate representation of faculty in various governance bodies of the CBA.
8. Faculty compensation and reward system linked to faculty performance.
9. Broad based faculty involvement in the strategic management process of the CBA.
10. Exit interviews with the faculty members leaving the CBA to learn about their satisfactions and/or dissatisfactions.

CBA Advisory Board:
11. Seek the Advisory Board inputs to the various operations of the CBA through periodic meetings between the Board and the CBA administrators.
12. Seek Advisory Board inputs to strategic planning process at the CBA
13. Involve the Advisory Board members in various major activities of the CBA.
14. Survey attitudes and opinions of the Advisory Board members on various aspects of CBA operations periodically.

Employers:
15. Periodically survey the needs of the employers both in public and private sectors in the country.
16. Periodically survey the satisfactions (dissatisfactions) of the employers with the graduates of CBA employed by them.
17. Seek the employers' inputs in developing and implementing new academic programs and/or revising and improving the existing programs.
18. Keep the employers informed about major events at the CBA that are of interest to their respective organizations.
Receivers of Research, Consultancy and Training Services provided by CBA:

1. Periodically survey the needs of various profit and non-profit organizations in the country in the areas of research, consultancy and training services provided by the CBA.
2. Periodically survey the satisfactions (dissatisfactions) of the service receivers in the areas of research, consultancy and training services.
3. Keep the service receivers informed about major events at the CBA that are of interest to them.

Alumni:

1. Inform the alumni of the CBA about the various development periodically.
2. Seek inputs to strategic management process at the CBA from the members of the alumni.
3. Encourage active involvement by the alumni in the various programs of the CBA.
4. Conduct periodic surveys with the CBA alumni about their evaluations of the CBA and advice for continuous improvement.

Parents of the CBA students and the society at large:

The parents of the CBA students and the society at large are continuously informed about the college activities and programs through mass media. The CBA has a full time Public Relations Office which is in-charge of such information dissemination activities. In addition, the CBA has open door policy towards the parents of the CBA students. The views and opinions of the parents are gathered informally.
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<tr>
<th>Process Name</th>
<th>Mission and Objectives</th>
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<td>Subject</td>
<td>Revision of Mission, Vision and Objectives</td>
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<tr>
<td>Purpose</td>
<td>Describe the process utilized for revising the mission, vision and objectives of CBA periodically</td>
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The following procedure will be utilized for revising the vision, mission and objectives of CBA periodically.

CBA recognizes that revision of vision, mission and objectives will be triggered by significant changes taking place in either external or internal environment which impinge on the functioning of the CBA. Hence, as a first step to undertaking any such revision the environmental conditions, both internal and external, will be monitored closed in all areas of the CBA involvement. For purposes of monitoring the significant environmental changes, evaluating their impact on CBA operations and to determine proper fit between the CBA strategic plan and the environmental conditions; the Six Committee structure installed at the CBA for purposes of the AACSB accreditation will be utilized. These Six Committees are as below:

1. Committee on Preconditions, Mission and Objectives.
2. Committee on Faculty Composition and Development.
3. Committee on Curriculum Content and Evaluation.
4. Committee on Instructional Resources and Responsibilities.
5. Committee on Student Affairs.
6. Committee on Intellectual Contributions.

Each Committee will prepare an annual review report in which it will identify any significant environmental changes and their implications for the activity within the scope of the Committee’s charge. Based on the six annual review reports from the six Committees, the Steering Committee of the CBA, consisting the Chairs of the six Committees will carefully evaluate the fit between the environmental conditions and the existing vision, mission and objective of the CBA. Based on such evaluations revisions to the existing vision, mission and objectives statements will be formulated and appropriate recommendations will be made to the Dean of the CBA. Thereafter, the proposed revisions will widely disseminated to both the internal and external stakeholders so as to develop a reasonable consensus before actual revisions are made to the existing vision, mission and objectives statement of the CBA.
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<tr>
<td>Purpose</td>
<td>Describe the process used in linking services provided by CBA to the College’s mission</td>
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The vision, mission, objectives and strategic goals document of the CBA provides the overall framework for organizing the various services provided by the CBA. Specific services in the areas of teaching, research and service provided by the CBA are identified, developed and implemented to achieve the mission of the College. The mission statement provides the basis for the objectives statements. The latter is the basis for the strategic goals to be achieved by the College. The achievement of these strategic goals is accomplished through the development and implementation of various services provided by the College. The vision, mission, objectives and strategic goals document, which is at the heart of the strategic management of the activities of the CBA, is evolved through active participation of both internal and external stakeholders of the CBA. The strategic plan document systematically links the services provided by the college to the overall mission of the College. This linkage between the mission of the College and the various services provided by the College is closely monitored by six committees, which are an integral part of the College’s governance system. Since these six committees are actively involved in monitoring and implementing the strategic plan as well as in making necessary revision to the vision, mission, objectives and strategic goals document of the CBA. Their involvement in the strategic management process will ensure the proper linkage between the services provided by the College, and its mission.