



# **SBS RAK UAE**

## **STRATEGIC PLAN 2022-2027**

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## **I. EXECUTIVE SUMMARY**

The Strategic Plan for the period 2022-27 guides the institutional strategic direction for the next 5 years. The document details strategic pathway for the departments and heads of the departments to develop process and plan activities which enable to achieve the vision and mission of the institution This plan is prepared with the involvement of faculty, staff, student body, alumni and external advisors based on the inputs and analysis carried out.

The process of strategic plan began with directions given by the BOD and discussion with the department heads and the external stakeholders like advisory council members and alumni. This forms the basis of preparing the plan. The strategic plan draws its guidelines from the vision mission of the institution based on that the plans for academics, research and community activities, enrollments, resources for learning, recruitment and facility plan are prepared.

The current plan emphasizes on strengthening resources, data management systems, digitalization of processes to meet the requirements of data retrieval data management and facilitate decision making process. The digital solutions are aimed at extending prompt services and facilitate staff and faculty to provide timely and accurate inputs for taking decisions.

## **II. ACADEMIC DEAN'S MESSAGE**

The strategic plan of SBS RAK UAE for the period 2022-27 gives the direction for the functional executives of institution to achieve the goals and objectives set out in the plan. The strategic plan not only fulfills its aspirations but also paves a path of cruising along the vision and mission of the institution.

The plan has been prepared with an inclusive approach so as to take cognizance of internal and external stakeholders views and opinions to frame an outline of visualizing the success of the institution in providing qualitative educational services in the region.

I wish all of us as a team would work towards achieving the goals and objectives set out for this plan period.

Academic Dean

## **I. SBS RAK- UAE BOARD OF DIRECTORS**

### **A. Dr. Hemant Kumar**

Chairman of Board

### **B. Dr. Bert Wolfs**

D. Litt, Ph.D., MDP (Harvard Graduate School of Education), is a founding member of SBS Swiss Business School and holds the position of the Academic Dean and DBA Program Manager at the institution.

### **C. Mr. Simon Christensen**

Member of The Australian Institute of Company Directors, Certified CEO of the CEO Institute, and Fellow of the Australian Institute of Management. Business development, people management, strategic thinking, planning and execution Expert.

### **D. Dr. Namrata Gupta**

Educationist at Wollongong University, UAE

### **E. Dr. Tufail Syed**

CEO of a leading Australian Clinical Research organization, Q-Pharm

### **III. INSTITUTIONAL PROFILE**

#### **A. SBS RAK - UAE PROFILE**

SBS RAK - UAE, was established in 2012 in Ras Al Khaimah Academic Zone. The branch campus operates in its own campus providing a learning environment with sufficient spaces for library, computer labs, sports and cultural activities.

Ras Al Khaimah, the Islamic trading port of Julfar, with an area of 2,486 km<sup>2</sup> (960 sq mi)<sup>1</sup> has the most fertile soil in the country, due to a larger share of rainfall and underground water streams from the Hajar Mountains, which overlook the city.

The Emirate of Ras Al Khaimah is one of the fast-growing business hubs in UAE under the leadership of His Highness Sheikh Saud bin Saqr Al Qasimi the member of the UAE Supreme Council, the economy supports the vision and mission of the UAE and provides facilities to enable UAE achieve the strategic goals of knowledge based economy, and sustainability as per the strategic goals in the coming years.

The branch campus offers internationally accredited and approved business programs by the main campus SBS Swiss Business School, Zurich, Switzerland to impart education in business, to the learners at undergraduate, graduate and DBA levels. It enables fresh students, working professionals to prepare themselves to face the challenges of the growing economy by empowering their knowledge, skills and competencies.

SBS RAK - UAE provides opportunities for its students to interact with industry experts and gain knowledge through industry expert lectures, industry visits the form of guest lectures, industry visits and alumni interaction. SBS RAK – UAE also conducts student development programs to help them acquire additional knowledge and skills that are required for the industry.

The Institution has a valid license to offer internationally accredited programs approved by the main campus. The SBS RAK – UAE campus abides by the policies and procedures of the main campus to enhance quality of education at the branch campus.

## II. SBS RAK - UAE PROFILE

### A. VISION AND MISSION

#### i. VISION

SBS Swiss Business School, RAK Campus aims to become the leading Business school in the region, recognized for developing manpower who can contribute innovatively to business, applied management, and leadership to manage the multicultural groups at the national, and regional levels.

#### ii. MISSION

SBS Swiss Business School, RAK Campus is dedicated to fostering academic excellence, providing students with a robust academic foundation and applied business and management programs at the undergraduate, and graduate levels, and engaging them in lifelong learning activities its mission is to provide them with competent professional skills that enable them to become responsible global citizens competent in solving problems innovatively in a diverse, dynamic society.

#### iii. GOALS AND OBJECTIVES

##### a. INSTITUTIONAL GOAL:

1. As a branch campus SBS RAK UAE is dedicated to serve the community in UAE and the region with internationally accredited higher education programs of the main campus at undergraduate, graduate and DBA levels to fulfill the growing needs of society and develop responsible citizens in an inclusive manner without any bias and discrimination in any form or intent.
2. To review existing programs to match national and regional trends and recommend main campus for the updates.
3. To enhance knowledge, skills, and competencies among students for managing various functional roles in businesses.
4. To ensure improvements in teaching, research, and community engagement.
5. To involve internal and external stakeholders in achieving the mission
6. To develop ethical business leaders.

##### INSTITUTIONAL OBJECTIVES

1. To serve the stakeholders in the region with dedication in the field of higher education offering internationally accredited programs to enable learners contribute to upliftment of society.
2. To impart quality education to a diverse student body, in UAE and the region in an inclusive manner without biases or discrimination on any grounds.
3. To be mindful of national needs of UAE and expand its higher education programs to meet the changing needs of the employment scenario and national directions.
4. To include alumni in the growth and development of the SBS RAK UAE campus.
5. To develop collaborative relations with the industry and community to organize impactful activities that benefit the stakeholders.
6. To be mindful of the cultural, social and ethical values of the nation while executing our institutional functions

7. To regularly assess the institutional risk in all aspects of services provided and ensure a safe and secure environment to the stakeholders

## **B. LICENSURE AND ACCREDITATION**

SBS RAK UAE is licensed by RAKEZ vide 52000043 to operate in RAKEZ Academic Zone. The license is valid, all the programs offered at the branch campus are approved and accredited by SBS Swiss Business School, Main Campus from:

- BAC (British Accreditation Council)
- ACBSP (Association of Collegiate Business Schools and Programs)
- IACBE (International Assembly of Collegiate Business Education)
- Certification by EDUQUA

### **i. ACCREDITED BUSINESS PROGRAMS**

- A. Bachelor of Business Administration in International Management
- ii. B. Master's Program
  - a. MBA in International Management
  - b. Specializations in:
    - a. Marketing
    - b. Global Finance & Banking
    - c. Human Resource Management
    - d. Project Management
    - e. Logistics and Supply Chain Management
    - f. Entrepreneurship
    - g. Digital Marketing
  - c. MSc in Health Care Management

## **IV. PLANNING AND REVIEW PROCESS**

### **The Strategic Planning Process:**

Since its inception, the branch campus had a vision and a mission but did not have any detailed strategic plan. Based on the mission and vision, the operational plans were developed and used for executing academic and developmental operations. The planning activities of SBS RAK – UAE till last year were largely operational in nature because most of the policies and procedures of the main campus were adopted but after the audit report from the Program Manager of SBS Swiss Business School a detailed strategic plan was prepared in the year 2022.

The process of the strategic plan began with the Board deciding the future directions for the strategic plan and communicated to the academic Dean who then formed sub committees to initiate the process of accomplishing the assigned tasks. The teams discussed with the stakeholders and deliberated about the future course of actions that would enable the institute to reach strategic directions. Upon completing the draft strategic plan, it was presented to the board for their views and approval.

### **The Process of Strategic Plan:**

- a. The Board communicates the Strategic directions for the plan period 2022-27 to the academic dean.
- b. Inputs and suggestions from faculty, staff, employers, students including alumni, business advisory board are collected on the future course of actions.
- c. A brief analysis of external and internal environment scenario is carried out.
- d. Data analysis and the key points are identified, which have an impact on the strategic directions.
- e. Draft plan is prepared and presented to the board and stakeholders for their final review and recommendations.
- f. Incorporating their inputs and after revising the plan a final strategic plan is prepared.
- g. The final strategic plan is presented to the board for their review and approval.
- h. Approved plan by Board is disseminated to all the functional heads and key stakeholders.
- i. After implementation the plan achievement status is reviewed on annual basis.

The approved plan becomes a commitment to tread on this guiding pathway for the next 5 years and work towards achieving the goals.

## **V. Brief of Gaps Identified Based On The Operations In The Past:**

### **A. ACADEMICS**

- i. Strengthening the existing programs in terms of quality standards
- ii. Exploring ways in strengthening joint programs
- iii. International faculty exchange to be explored from recognized universities
- iv. Engage student learning groups to enhance shared learning

### **B. TEACHING**

- i. Use of technology in classroom teaching to be strengthened.
- ii. Enhance rigor in academic delivery, assessments and assessing outcome-based learning.
- iii. Strengthening appropriate teaching andragogies for dissertation and selected impactful courses.
- iv. Enhancing research-oriented learning approaches.

### **C. RESEARCH**

- i. Enhancing faculty research publications and enabling Research based learning among students.
- ii. Providing budgets to create research culture among SBS faculty and students
- iii. Student engagement in research needs to be strengthened.
- iv. Collaborative research with main campus faculty and staff.

#### **D. COMMUNITY SERVICES**

- i. Select UN approved activities appropriate for UAE.
- ii. Organize impactful community services.

#### **E. IT RESOURCES**

- i. Subscribing to E-books databases like EBSCO
- ii. Encouraging use of LMS is essential.
- iii. Enriching learning resources over the plan period
- iv. Updating of statistical software and PlagScan

#### **F. LIBRARY RESOURCES**

- i. Utilization of databases needs to be improved
- ii. Space requirements in the Library needs to be addressed
- iii. Continue to procure recent books and add data bases that facilitate research

#### **G. REGISTRAR AND QAIE**

- i. Focus on creating quality culture in the institution.
- ii. Organizing training program to enhance quality oriented activities
- iii. Processes of collecting institutional data, analysis and disseminating to departments for necessary actions

#### **H. MARKETING AND INTERNSHIP PLACEMENTS**

The major gaps identified in the Marketing are

- i. Slowing down in enrolment of students
- ii. Selecting viable market segments

#### **I. CORPORATE RELATIONS**

- i. Focus on articulation agreements
- ii. Student exchange and faculty exchange initiatives must be taken
- iii. Collaborating with recognized
- iv. Link with impact based research activities with industry in the region

#### **J. SPORTS**

- i. Organize competitive sports twice in a year

#### **K. HR**

- i. Recruitment of research oriented faculty
- ii. Maintain diversity in employing faculty and staff
- iii. Focus on employee welfare

#### **A. S W O T ANALYSIS REPORT**

##### **i. STRENGTHS**

- a. Sustained enrolment
- b. Potential Market exists
- c. Diversity in teaching faculty
- d. Undergraduate, graduate and DBA Programs are internationally recognized by ACBSP, IACBE, BAC, Eduqua certified programs

- e. Programs and curriculum are relevant to career planning and progression
- f. Adequate learning resources
- g. Good internship placement rate
- h. Internationalization of faculty exchange

**ii. WEAKNESS**

- a. Student base primarily in UAE
- b. Dependency on manual operations
- c. Limited brand identity
- d. Limited Research based faculty
- e. Limited faculty and staff Development activities
- f. Limited alumni Networking
- g. Limited corporate relations
- h. No Internationalization of student exchange
- i. Internship

**iii. OPPORTUNITIES**

- a. Market potential to expand enrolments
- b. Scope for courses on innovation and sustainability
- c. Potential market for micro credentialing
- d. Scope for building strong partnerships with employers
- e. Customized corporate training and development programs
- f. Opportunity to get accredited by national agency
- g. Partnerships with strategically relevant universities
- h. Engaging alumni in brand building
- i. Building Relationship with the Local Community
- j. International Student Recruitment and Exchange Programs

**iv. THREATS**

- a. The Impact of Rising Competition on Student Recruitment
- b. The Impact of Rising Competition on Faculty Recruitment
- c. Increased competition from Non-profit universities
- d. Increasing cost of operations
- e. Preparedness for Impact of pandemic like situations
- f. Post pandemic impacted enrolments

## B. ACTION PLAN BASED ON THE SWOT ANALYSIS

SWOT	MAJOR FINDINGS	ACTION PLAN
<b>Strength</b>	Sustained enrolment	To be maintained
	Potential Market exists	To be maintained
	Diversity in teaching faculty	To be maintained
	Undergraduate, graduate and DBA Programs are internationally recognized by ACBSP, IACBE, BAC, Eduqua certified programs	To be maintained
	Programs and curriculum are relevant to career planning and progression	To be maintained
	Adequate learning resources	To be maintained
	Good internship placement rate	To be maintained
	Internationalization of faculty exchange	To be maintained
<b>Weakness</b>	Student base primarily from UAE	Diversify student base
	Creating a unique brand identity	Focused brand building theme to be identified
	Encourage Research among faculty and students	Facilitate research output by faculty and students
	Developing faculty and Staff Skills	Organize Specific skill development programs for faculty and staff – by internal and external resource persons
	Networking with Alumni	Strategy for engaging Alumni in the university progress and brand building
	Internship	Need to strengthen the process of internship course to enable students to find placements
	Strengthen Relationships with corporate offices and alumni	Develop focused strategy for building corporate relations select top 50 companies in UAE and the region
	Limited faculty and staff Development activities	Organize staff and faculty development programs

<b>Opportunities</b>	Explore market opportunity for raising enrolments	Develop focused target market strategies for increasing enrolments. Focus on enrolments based on 2+2 study plan
	Build Strong partnerships with corporate and employers.	To develop strategies to engage employers to collaborate in enhancing academic quality
	Partnerships and Articulation agreements with Regional and International university	To engage in partnerships with local and foreign universities
	Opportunity to get accredited by national agency	In the later part of the strategic plan period
	Engaging alumni in brand building	Inviting them to give guest lectures, engaging their employers and promoting their testimonials
	Building Relationship with the Local Community	Organize two programs in collaboration with the local community
	The Impact of Rising Competition upon Student Recruitment	Identify focused target students
	The Impact of Rising Competition upon Faculty Recruitment	Develop strategies for attracting and retaining diversified research-oriented faculty
<b>Threats</b>	Competition from National Accredited universities	
	Focused on business programs alone	
	Changing education policies at the national level	

#### **A. STRATEGIC DIRECTIONS – FOR SBS RAK UAE**

The SBS RAK - UAE's Strategic Directions by the Board aims to enhancing Academic Excellence, focused Research output appropriate to national and regional interest, achieve faculty and student exchange, build relationships with selected Corporate and engage students and other stakeholders in community Services. It further visualizes to build quality educational practices in line with the National goals.

- i. Enrolments**  
Focus on increasing enrolments target and segment the markets with specific focus.
- ii. Achieve Academic Excellence**  
The focus of academic excellence to be on learning, skill and competency development applicable in the local and regional employment requirements.
- iii. Focus on Research**  
The new strategic direction is focused on increasing faculty and student research engagement.
- iv. Improve Corporate Relations**

**SBS Swiss Business School, RAK Campus**

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Focus on improving corporate relations for better placements in internships and employment. Also to provide customized training programs to corporate.

**v. Community engagement**

To be mindful of organizing community engage activities focused on collaborating and engaging local community members.

**B. STRATEGIC PLAN INPUTS FOR 2022-27**

The Strategic Directions have been finalized after due deliberations among the Faculty, Staff, Students, Employers, Alumni and External Advisory Board. Further provided clarity in the directions based on these deliberations, Strategic Directions for period 22-27 are shown below along with the inputs received from various stakeholders engaged in the process.

S. No.	Strategic directions for AY 22-27	Institutional Effectiveness areas of improvement
1	<p><b>Achieve academic excellence</b> The focus of academic excellence will be on learning, skill and competency development as per the industry requirements. Focus on Rigor quality in higher education.</p>	<ol style="list-style-type: none"> <li>1. Maintaining Assessment rigor</li> <li>2. Specific measurement of meeting Learning Outcomes expectation</li> <li>3. Improve IT learning resources add PlagScan and statistical software</li> <li>4. Research oriented Faculty recruitment</li> <li>5. Streamlining Course file and Course review report</li> </ol>
2	<p>The new strategic direction is focused on encouraging research output among faculty and students.</p>	<p>Need to provide resources for research and training faculty and students. Attending conferences</p>
3	<p><b>Internationalization</b> The school will focus on achieving international accreditations and enable faculty and student exchange</p>	<p>Main campus accreditations will be displayed on our portals.</p> <p>Faculty and student exchange with reputable universities will be attempted along with the main campus.</p>

4	<b>Improve corporate relations</b> The school focus will also be on improving corporate relations for better placements and extending training programs to corporate clients	<ul style="list-style-type: none"> <li>i. Engage in corporate MoUs.</li> <li>ii. Involve them in curriculum development, internship and placements.</li> </ul>
5	<b>Community engagement</b> The focus will also be engagement of academic and local community for social impact.	<ul style="list-style-type: none"> <li>iii. Organize two activities in collaboration with local community.</li> <li>iv. Measurement of social impact</li> </ul>
6.	<b>Enrolments</b>	Identifying focused target segments for enrolments

### C. ACADEMIC STRATEGIES - 5 YEAR PLAN

The focus of academic strategies remains on conducting the main campus programs and suit the programs to the local and regional context. Along with the regular class room teaching, guest lectures, industry visits, internships and community engagements will be used to enable students understand the practical aspects of the industry requirements and relate to the community needs. Role of case studies and situation analysis of the regional events will be adopted in the assessments, discussions and project works.

#### i. Student Development Program (SDP)

The focus will be placed on developing contemporary employable skills among students to enable them to fit in local employment needs and prepare them to be employable in the local and regional corporate world.

#### ii. Professional Certificates

Parallel to the class room teaching in each of the program the importance of professional certification to build students skills would be emphasized and some of the certification courses will be suggested and interested students will be encouraged to undertake such courses to hone their skills and have an edge over other competitors in the job market.

#### iii. Innovation and sustainability

To infuse the tenets of national goal on innovation and sustainability, SBS RAK – UAE would encourage critical thinking and develop thought process for innovation and sustainability among students this would be done by enabling opportunities to understand and interact with local community and explore solutions through their assessments and project works in their courses on innovation.

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
<b>Offering approved main campus degree programs</b>	Continue to offer the main campus program in business BBA, MBA, MSc Health Care Management and DBA	Continue to offer the main campus program in business BBA, MBA, MSc Health Care Management and DBA	Continue to offer the main campus program in business BBA, MBA, MSc Health Care Management and DBA	Add new program depending on the need in the market by that time	Continue offering the added program along with the earlier approved ones.
<b>Student clubs</b>	Retain: Public Speaking Club Entrepreneurship Club Sports Club	Retain: Public Speaking Club Entrepreneurship Club Sports Club	Retain: Public Speaking Club Entrepreneurship Club Sports Club	Retain: Public Speaking Club Entrepreneurship Club Sports Club	Retain: Public Speaking Club Entrepreneurship Club Sports Club
<b>Professional Certification</b>	Certifications in Business Management to be offered to students, Marketing Project Management	Certifications in Business Management to be offered to students, Marketing Project Management	Certifications in Business Management to be offered to students, Marketing Project Management	Certifications in Business Management to be offered to students, Marketing Project Management	Certifications in Business Management to be offered to students, Marketing Project Management
<b>Student Development Program (SDP)</b>	Professional development skills, networking, career counseling and career placements	Professional development skills, networking, career counseling and career placements	Professional development skills, networking, career counseling and career placements	Professional development skills, networking, career counseling and career placements	Professional development skills, networking, career counseling and career placements
<b>Professional Certificates</b>	Appropriate certification courses suitable for the UAE and regional market will be identified	Appropriate certification courses suitable for the UAE and regional market will be identified	MOU's with the professional bodies will be entered and certificate programs will be offered to students	MOU's with the professional bodies will be entered and certificate programs will be offered to students	MOU's with the professional bodies will be entered and certificate programs will be offered to students

#### D. RESEARCH STRATEGIES - RESEARCH AND SCHOLARLY ACTIVITIES PLAN - 5 YEAR PLAN

SBS will focus on quality research and incorporate research based teaching and learning methodologies.

Items	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Research Publications	At least 1 per faculty in a year Research publication in peer reviewed journals preferably scopus indexed journals	At least 1 per faculty in a year Research publication in peer reviewed journals preferably scopus	At least 1 per faculty in a year Research publication in peer reviewed journals preferably scopus	At least 1 per faculty in a year Research publication in peer reviewed journals preferably scopus attending conference	At least 1 per faculty in a year Research publication in peer reviewed journals preferably scopus
Publication in collaboration with graduate students	Identify potential students or groups, train them for case studies and publication	At least plan for 1 publication by students in collaboration with faculty	At least plan for 1 publication by students in collaboration with faculty	At least plan for 1 publication by students in collaboration with faculty	At least plan for 1 publication by students in collaboration with faculty
International Conferences			Organize conference in Collaboration with Main campus university	Organize conference in Collaboration with Main campus university/other collaborator	Organize conference in Collaboration with Main campus university/other collaborator
DBA Dissertation Guidance		At least 2 DBA Dissertations to be published in Scopus journal as joint papers with faculty	At least 2 DBA Dissertations to be published in Scopus journal as joint papers with faculty	At least 3 DBA Dissertations to be published in Scopus journal as joint papers with faculty	At least 4 DBA Dissertations to be published in Scopus journal as joint papers with faculty
DBA students research		Local seminar	Organizing local seminar	Attending conference	Attending conference

## A. STUDENT DEVELOPMENT AND LIFELONG LEARNING - 5 YEAR PLAN

	AY 23-24	AY 24-25	AY 25-26	AY 26-27
<b>Promote use of engaging andragogical approaches and Experiential Learning</b>	Introduce research based learning	Introduce research based learning	Introduce research based learning	Introduce research based learning
	Organize competition on innovation and sustainability projects	Organize competition on innovation and sustainability projects	Organize competition on innovation and sustainability projects	Organize competition on innovation and sustainability projects

## B. COLLABORATION WITH KEY INDUSTRIAL AND UNIVERSITY PARTNERS - 5 YEAR PLAN

	AY 22-23	AY 23-24	AY 24-25	AY 25-26	AY 26-27
Guest lectures	2 Guest Lectures	Organize guest lectures	Organize guest lectures	Organize guest lectures	Organize guest lectures
<b>Build an industry partners list, sign and activate MOUs</b>	Industry Visits	Meetings and 2 MOU signing	3 MOUs	3 MOUs	5 MOUs
<b>Build corporates links for internship</b>	5 companies	5 companies	5 companies	7 companies	7 companies

## VI. COMMUNITY SERVICES PLAN

SUC is also envisions to serve the community to various activities that encourages faculty and students to be active participants in serving the community. To inculcate the habit of engaging in lifelong community services, SUC provides the opportunity to stakeholders through the activities of services committee

Description	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
<b>Theme</b>		UN sustainable development goals for UAE on creating awareness	UN sustainable development goals for UAE on creating awareness	UN sustainable development goals for UAE on creating awareness	UN sustainable development goals for UAE on creating awareness

		Sustainability Practices in the Campus, Plantations	Sustainability Practices in the Campus, Plantations	Interact with women entrepreneurs and report their success stories in RAK	Interact with women entrepreneurs and report their success stories in RAK
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## VII. ENROLLMENT MANAGEMENT PLAN

Based on the 2021-22 enrolment figures the enrolment for the next 5 years is projected by including the average percentage growth over the past 3 years. The table below indicates the enrolment trends for the period 2019-20 to 2022-23.

It is seen that enrollments in general have reduced significantly after the COVID in 2022-23. Till 2021-22 academic year the enrolments are impressive except BBA. Based on the overall average it can be assumed that under normal circumstances and the increasing employment opportunities in UAE there is sufficient chances of maintaining or have an incremental of 15 to 20 percent enrolments every year for the next 5 years.

Table No. Enrollment trends over the 4 years

Particulars	AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	Average of 4 years enrolment	Percentage change based on the average enrolment for 4 years
MBA	119	133	181	128	153	20
BBA 3	59	66	44	34	51	49
DBA	25	30	55	28	35	19
MSC HCM	16	18	71	36	35	2
<b>Student Annual Enrolment</b>	<b>219</b>	<b>247</b>	<b>351</b>	<b>226</b>	<b>261</b>	<b>15</b>

### NEW STUDENT ENROLLMENT PLAN FOR 5 YEARS

#### i. New student's enrollment plan (Best case) @ 20 percent growth

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA	34	41	49	59	71
MBA	128	154	184	221	265

MSc	36	43	52	62	75
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DBA	28	34	40	48	58
<b>Overall Total</b>	226	271	325	391	469

**ii. New Students Enrollment plan (Mid case) @ 15 percent growth**

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA	34	39	45	52	59
MBA	128	147	169	195	224
MSc	36	41	48	55	63
DBA	28	32	37	43	49
<b>Overall Total</b>	<b>226</b>	260	299	345	395

**iii. New student's enrollment plan (Worst case) @ 10 percent growth**

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA	34	37	41	45	50
MBA	128	141	155	170	187
MSc	36	40	44	48	53
DBA	28	31	34	37	41
<b>Overall Total</b>	226	249	274	300	331

**A. CONTINUING STUDENT ENROLLMENT PLAN FOR 5 YEARS**

**i. Continuing student's enrollment plan (Best case)**

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA Continuing Students	101	90	94	99	107
MBA Continuing Students	33	32	18	20	24
MSc Continuing Students	20	14	4	6	7
DBA Continuing Students	86	56	58	65	73
<b>Overall Continuing Students Total</b>	205	165	174	190	210

**ii. Continuing students' enrollment plan (Mid case)**

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA Continuing Students Total	92	82	85	90	97
MBA Continuing Students Total	30	29	16	18	22
MSc Continuing Students Total	18	13	4	5	6
DBA Continuing Students Total	78	51	53	59	66
<b>Overall Continuing Students Total</b>	186	150	158	173	191

**iii. Continuing students' enrollment plan (Worst case)**

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA Continuing Students Total	83	74	77	81	87
MBA Continuing Students Total	27	26	14	16	20
MSc Continuing Students Total	16	12	4	5	5
DBA Continuing Students Total	70	46	48	53	59
Overall Continuing Students Total	167	135	142	156	172

## B. TOTAL STUDENT STRENGTH PROJECTIONS FOR 5 YEARS

**Total Students Strength - New plus continuing - 2022-27 (Based on Mid Case above)**

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA Students Strength Total	126	118	123	131	140
MBA Students Strength Total	98	118	156	198	245
MSc Students Strength Total	18	28	39	52	65
DBA Students Strength Total	106	87	96	110	125
<b>Overall Students Strength Total</b>	<b>348</b>	<b>351</b>	<b>414</b>	<b>491</b>	<b>575</b>

## Computer Lab requirements 5 year plan

INSTITUTIONAL COMPUTER RESOURCES						
S.NO	DESCRIPTIONS	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
1	NO. OF COMPUTER	21	22	23	24	25
2	NO. OF LAPTOPS	15	16	17	18	19
3	NO. OF TEACHING AIDS	5	5	6	6	6
4	PRINTERS	3	3	4	4	4
5	CLOUD SERVERS	2	2	2	2	2
6	WEBSITE	1	1	1	1	1
	<b>SOFTWARES</b>					
7	STATISTICAL SOFTWARE LICENCE	6	6	7	7	7
8	MICROSOFT OFFICE LICENCE	45	47	49	51	53

8	ERP	1	1	1	1	1
10	LMS	1	1	1	1	1
11	DATABASES	1	1	1	1	1
12	EBSCO	1	1	1	1	1
13	ANTI VIRUS	45	47	49	51	53
14	FIREWALL	1	1	1	1	1
15	NO. OF STUDENTS	412	410	457	517	586
16	NO. OF COMPUTER HOURS AVAILABLE PER WEEK= [1]*40 HOURS PER WEEK	840	880	920	960	1000
17	COMPUTER HOURS AVAILABLE PER STUDENT PER WEEK=[17]/[16]	2.0	2.1	2.0	1.9	1.7
18	NO. OF COMPUTER IN CLASS ROOMS	5	5	5	5	5
19	NO. (BRING YOUR OWN DEVICE ) BYOD FACILITIES	2 CLASS ROOMS	ALL CLASS ROOMS	ALL CLASSROOMS	ALL CLASSROOMS	ALL CLASSROOMS

#### iv. LEARNING RESOURCES –LIBRARY

The Strategic plan 2022-27 component for the library department is developed based on the mid case Plan B of the projected student numbers.

DESCRIPTIONS	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
<b>INSTITUTIONAL – RESOURCE PLANNING</b>					
<b>Total Students Strength as per Strategic Plan 2022-27</b>	412	410	457	517	586
<b>Existing Total Print Books</b>	1731	1904	2094	2303	2533
<b>Budgeted Print Books</b>	173	190	209	230	253
<b>Total Print Books</b>	1904	2094	2303	2533	2786
<b>Students Vs Print Book Ratio [Per Student]</b>	5:0	5:0	5:0	5:0	5:0
<b>E-Journals &amp; Magazines, EBSCO</b>	1	1	1	1	1
<b>DESCRIPTIONS</b>					
<b>Library Area(in Square meters)</b>	108	108	108	216	216

Number of Study rooms	1	1	1	2	2
Number of computers	0	1	1	2	2
Number of Seats	35	35	35	70	70
Number of Storage Racks	9	9	9	15	15
Staff Requirement	1	1	1	2	2
<b>DESCRIPTORS</b>					
TECHNOLOGICAL PROJECTS	126				
<b>SCHOOL OF BUSINESS</b>					
<b>BBA</b>					
DESCRIPTORS	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
BBA Students Strength as per Strategic Plan 2021-27	126	121	130	142	156
Existing Total Print Books	1731	1904	2094	2303	2533
Budgeted Print Books	173	190	209	230	253
Total Print Books	1904	2094	2303	2533	2786
Students Vs Print Book Ratio [Per Student]	15:0	17:0	18:0	18:0	18:0
<b>MBA</b>					
Description	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
MBA Students Strength as per Strategic Plan 2021-27	141	161	185	213	246
Existing Total Print Books	1731	1904	2094	2303	2533
Budgeted Print Books	173	190	209	230	253
Total Print Books	1904	2094	2303	2533	2786
Students Vs Print Book Ratio [Per Student]	14:0	13:0	12:0	12:0	11:0
<b>MSc HCM</b>					
Description	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
MSC Students Strength as per Strategic Plan 2021-27	39	45	52	60	69
Existing Total Print Books	1731	1904	2094	2303	2533
Budgeted Print Books	173	190	209	230	253
Total Print Books	1904	2094	2303	2533	2786
Students Vs Print Book Ratio [Per Student]	49:0	47:0	44:0	42:0	40:0
<b>DBA</b>					
Description	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
DBA Students Strength as per Strategic Plan 2021-27	106	83	90	102	115
Existing Total Print Books	1731	1904	2094	2303	2533

<b>Budgeted Print Books</b>	173	190	209	230	253
<b>Total Print Books</b>	1904	2094	2303	2533	2786
<b>Students Vs Print Book Ratio [Per Student]</b>	18:0	25:0	26:0	25:0	24:0

## V. HUMAN RESOURCES PLAN

### A. FACULTY RECRUITMENT PLAN

#### i. Faculty Recruitment Strategy BBA Program

	AY 2022- 23	AY 2023- 24	AY 2024- 25	AY 2025- 26	AY 2026- 27
NO. OF STUDENTS	126	121	130	142	156
NO. OF CLASSES @ 40 per class	4	4	4	4	4
NUMBER OF FULL TIME FACULTY	2	2	2	2	2
NUMBER OF PART TIME FACULTY	2	2	2	2	2
NUMBER OF ADDITIONAL FACULTY REQUIRIED	1	1	1	1	1
STUDENT VS FACULTY RATIO	32:0	30:0	33:0	36:0	39:0

	AY 2022- 23	AY 2023- 24	AY 2024- 25	AY 2025- 26	AY 2026- 27
NO. OF STUDENTS	141	161	185	213	246
NO. OF CLASSES @ 40 per class	4	5	5	6	7
NUMBER OF FULL TIME FACULTY	2	2	2	2	2
NUMBER OF PART TIME FACULTY	2	3	3	4	5
NUMBER OF ADDITIONAL FACULTY REQUIRIED	1	1	1	2	3

STUDENT VS FACULTY RATIO	35:0	32:0	37:0	36:0	35:0
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### MSc

#### Program

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
	NO. OF STUDENTS	39	45	52	60
NO. OF CLASSES @ 40 per class	1	2	2	2	2
NUMBER OF FULL TIME FACULTY	1	2	2	2	2
NUMBER OF PART TIME FACULTY	0	0	0	0	0
NUMBER OF ADDITIONAL FACULTY REQUIRED	-	1	1	1	1
STUDENT VS FACULTY RATIO	39:0	23:0	26:0	30:0	35:0

### DBA

#### Program

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
	NO. OF STUDENTS	106	83	90	102
NO. OF CLASSES @ 40 per class	3	3	3	3	3
NUMBER OF FULL TIME FACULTY	3	3	3	3	3
NUMBER OF PART TIME FACULTY	0	0	0	0	0
NUMBER OF ADDITIONAL FACULTY REQUIRED	-	1	1	1	1
STUDENT VS FACULTY RATIO	35:0	28:0	30:0	34:0	38:0

## B. TRAINING AND DEVELOPMENT PLAN FOR FACULTY

### FACULTY DEVELOPMENT PROGRAM PLANNED

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Faculty Development program	APA style of referencing	1. Teaching andragogy 2. Research techniques	1. Assessment and evaluation 2. Project-based teaching	1. case-based teaching and learning 2. Research based teaching	1. Simulation-based teaching 2. Research techniques
	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Staff Development program	APA referencing	1. On computing skills 2. Managing students	1. On computing skills 2. Managing students	Leadership skills	Analyzing data and reporting

### C. EMPLOYEE RETENTION RATE

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
<b>SCHOOL OF BUSINESS</b>					
Total Full Time BBA Faculty	1	2	2	2	2
BBA Faculty Retention Rate	60-70%	60-70%	70-80%	70-80%	70-80%
Total Full Time MBA Faculty	3	3	3	4	4
MBA Faculty Retention Rate	60-70%	60-70%	70-80%	70-80%	70-80%
Total Full Time MSc Faculty	1	1	1	1	1
MSc Faculty Retention Rate	60-70%	60-70%	70-80%	70-80%	70-80%
Total Full Time DBA Faculty	1	1	1	1	1
DBA Faculty Retention Rate	60-70%	60-70%	70-80%	70-80%	70-80%

### D. EMPLOYEE WELFARE AND SATISFACTION

Proposed in A.Y AY 2022-23	Proposed in A.Y AY 2023-24	Proposed in A.Y AY 2024-25	Proposed in A.Y AY 2025-26	Proposed in A.Y AY 2026-27
	60-70%	70-80%	70-80%	70-80%

## vi. FINANCE PLAN

### i. PROPOSED FEE STRUCTURE -A PROGRAM

FEE STRUCTURE PLANNING AY - 2022-27 - BBA, MBA, MSC & DBA															
	AY 2022-23			AY 2023-24			AY 2024-25			AY 2025-26			AY 2026-27		
DETAILS	FEES	% of fees	% of fees	FEES	% of Increase	% of fees	FEES	% of Increase	% of fees	FEES	% of Increase	% of fees	FEES	% of Increase	% of fees
APPLICATION FEES	3,67,000	4.82%		4,22,050	115.00%	4.81%	4,85,358	115%	4.81%	6,13,978	127%	4.81%	7,06,075	115%	4.81%
TUITION FEES	70,25,904	92.32%		80,79,790	115.00%	92.01%	92,91,758	115%	92.04%	#####	127%	92.16%	#####	115%	92.17%
BOOKS & MATERIALS.	42,210	0.55%		48,541	115.00%	0.55%	52,372	108%	0.52%	62,846	120%	0.49%	72,901	116%	0.50%
(RESEARCH WORKS	74,638	0.98%		65,376	-87.59%	0.74%	75,182	115%	0.74%	90,975	121%	0.71%	1,06,441	117%	0.73%
RESEARCH SOFTWARE)		-		54,214		0.62%	62,346	115%	0.62%	78,868	127%	0.62%	89,910	114%	0.61%
IT resources	1,00,448	1.32%		1,11,506	111.01%	1.27%	1,28,231	115%	1.27%	1,53,877	120%	1.21%	1,72,342	112%	1.18%
TOTAL	76,10,200	100.00%		87,81,477	115.39%	100.00%	#####	115%	100.00%	#####	126%	100.00%	#####	115%	100.00%
VAT 5%	3,80,510	5.00%		4,39,074		5.00%	5,04,762		5.00%	6,37,731		5.00%	7,33,243		5.00%
NET FEES AFTER VAT	79,90,710	105.00%		92,20,551	105.00%		#####		105.00%	#####		105.00%	#####		105.00%

## vii. FACILITY RESOURCE PLAN

### FACILITIES - CURRENT

SBS Swiss Business School, RAK Campus

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Tel: +971 7 2433055 Website: [www.sbs-uae.org](http://www.sbs-uae.org)

FACILITY	CAPACITY	AREA COVERED (m <sup>2</sup> )
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<b>Total Land Area</b>	<b>7200 SQM</b>	<b>7200</b>
<b>Classrooms</b>	5	378.35
<b>Computing Centers</b>	1	50
<b>Library Center (With Reading Facility, discussion rooms &amp; conference room with audio visual)</b>	1	108.12
<b>Discussion Rooms</b>	1	16
<b>Meeting Room</b>	1	25.375
<b>Clinic</b>	1 First aid facility	-
<b>Common Room</b>	2	75.46
<b>Multi-Purpose Hall</b>		
<b>Full-Time Faculty Rooms</b>	5 cabins	28.125
<b>Adjunct Faculty Rooms</b>	1 cabin	5.2
<b>Deans Room</b>	1	21.0375
<b>Server Room (IDF)</b>	1	30.25
<b>Electrical Room</b>	2	37.95
<b>Mosque &amp; Ablution</b>	1 Male + 1 Female rooms	42.9
<b>Administrative Rooms</b>	3	112.5
<b>Canteen</b>	1	116.28
<b>Wash Room - Male</b>	9 + 1 Special needs	74.85
<b>Wash Room - Female</b>	9 + 1 Special needs	36.28
<b>Sports Area</b>	1 Billiards Table 1 Basketball court 1 Table tennis 1 Football court	

## A. FACILITY MANAGEMENT

### i. CLASSROOM AND FACULTY ROOM UTILIZATION

CLASS ROOM AND FACULTY ROOMS UTILIZATION CALCULATION					
Class room utilization	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
[1]. Student Strength	226	260	299	345	395
[5]. Total Class Room available	5	5	5	10	10
<b>Faculty Room Utilization</b>					
Full time Faculty rooms available	4 faculty+ 1 Dean Cabin	4 faculty+ 1 Dean Cabin	5 faculty+ 1 Dean Cabin	9 faculty+ 1 Dean Cabin	9 faculty+ 1 Dean Cabin

Number of Full time Faculty members projected	-	-	1	4	-
Part time Faculty rooms available (4 per room)	1	1	2	3	3
Number of Part time Faculty members projected	4	4	7	11	12

## ii. FACILITY AND INFRASTRUCTURE - 5 YEAR PLAN

FACILITY PLAN						
	Current Facility Status	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Office space						
Faculty Rooms	4 + 1	4 + 1	4 + 1	5 + 1	9 + 1	9 + 1
Part Time	1	1	1	2	3	3
Staff/Department	10	10	10	15	20	20
Administrative	1	1	1	1	1	1
Class Rooms	5	5	5	5	10	10
Computer Lab	1	1	1	1	1	1

## viii. DEPARTMENTAL PLANS

### A. MARKETING PLAN

		AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
<b>A</b>	<b>Brand Building Activities</b>					
	Promotions/Exhibitions	Scholarships for high school students scoring above 75% Participating in 2 exhibitions	Scholarships for high school students scoring above 75% Special scholarships for women Participating in 3 exhibitions	Scholarships for high school students scoring above 75% Special scholarships for women Participating in 4 exhibitions	Scholarships for high school students scoring above 75% Special scholarships for women Participating in 5 exhibitions	Scholarships for high school students scoring above 75% Special scholarships for women Participating in 5 exhibitions
	Advertisements	Local news paper	Local news paper	Local news paper	Local news paper	Local news paper

		Billboards	Billboards Radio	Billboards Radio	Billboards Radio	Billboards Radio
	Program counselling calls	Calls to leads generated through various promotions	Calls to leads generated through various promotions	Calls to leads generated through various promotions	Calls to leads generated through various promotions	Calls to leads generated through various promotions
	Digital Marketing	Google ads/Digital marketing	Google ads/Digital marketing	Google ads/Digital marketing	Google ads/Digital marketing	Google ads/Digital marketing
	Networking with Industry experts	1 industry expert talk 2 company visits per sem	2 industry expert talk per sem 2 company visits per sem	2 industry expert talk per sem 2 company visits per sem	2 industry expert talk per sem 2 company visits per sem	2 industry expert talk per sem 2 company visits per sem
2						
	School Visits	10 School visits to introduce the programs to grade 12 students	15 School visits to introduce the programs to grade 12 students	15 School visits to introduce the programs to grade 12 students	20 School visits to introduce the programs to grade 12 students	20 School visits to introduce the programs to grade 12 students
	Program webinars	Min 2 webinars for each program every semester	Min 2 webinars for each program every semester	Min 3 webinars for each program every semester	Min 3 webinars for each program every semester	Min 4 webinars for each program every semester
	Corporate tie ups	3 corporate tie ups Tie-ups with banks to provide 0% interest	3 corporate tie ups Tie-ups with banks to provide 0% interest	4 corporate tie ups Tie-ups with banks to provide 0% interest	5 corporate tie ups Tie-ups with banks to provide 0% interest	6 corporate tie ups Tie-ups with banks to provide 0% interest
	Student Referral Programs	Special incentives for student references	Special incentives for student references	Special incentives for student references	Special incentives for student references	Special incentives for student references
	Alumni Scholarships	10-15% scholarship for alumni who sign up for another program	10-15% scholarship for alumni who sign up for another program	10-15% scholarship for alumni who sign up for another program	10-15% scholarship for alumni who sign up for another program	10-15% scholarship for alumni who sign up for another program
		<b>AY 2022-23</b>	<b>AY 2023-24</b>	<b>AY 2024-25</b>	<b>AY 2025-26</b>	<b>AY 2026-27</b>
<b>B</b>	<b>Digital Marketing</b>					
	Number of sources of Digital Marketing identified	4	4	5	5	5
	Enrollment target through	90	104	120	136	158

	Digital Marketing					
<b>C</b>	<b>Market Intelligence</b>					
	Review of hiring market surveys	1	2	2	2	2

## B. SPORTS PLAN

S NO.	Sports Activities	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
1.	SPORTS EVENTS	Basketball Billiards Table tennis Football (Sports Day - Once in an academic year)	Basketball Billiards Table tennis Football (Sports Day - Once in a semester)	Basketball Billiards Table tennis Football (Sports Day - Once in a semester)	Basketball Billiards Table tennis Football (Sports Day - Once in a semester)	Basketball Billiards Table tennis Football (Sports Day - Once in a semester)
2.	HEALTH & SAFETY	First Aider and First Aid Kit	First Aider and First Aid Kit Visiting Doctor	First Aider and First Aid Kit Visiting Doctor	First Aider and First Aid Kit Visiting Doctor	First Aider and First Aid Kit Visiting Doctor
3.	SPORTS INFRASTRUCTURE	1 Billiards Table 1 Basketball court 1 Table tennis 1 Football court	1 Billiards Table 1 Basketball court 1 Table tennis 1 Football court	Roofs for Basketball and football courts 1 Billiards Table 1 Basketball court 1 Table tennis 1 Football court	Visiting Coach for football and basketball. 1 Billiards Table 1 Basketball court 1 Table tennis 1 Football court	Visiting Coach for football and basketball. 1 Billiards Table 1 Basketball court 1 Table tennis 1 Football court

## C. CORPORATE RELATIONS PLAN

COMPONENT	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Articulation &amp; Collaboration</b>					
1   MOU Signing	1 each -	1 each -	1 each -	1 each -	1 each -

	& Articulation	MoUs with leading high schools, universities, industries and business schools	MoUs with leading high schools, universities, industries and business schools	MoUs with leading high schools, universities, industries and business schools	MoUs with leading high schools, universities, industries and business schools	MoUs with leading high schools, universities, industries and business schools
2	Research Collaboration & Projects		Research Collaboration with Partner Universities	Research Collaboration with Partner Universities	Research Collaboration with Partner Universities	Research Collaboration with Partner Universities
3	Engaging DBA students with research		2	2	3	3

#### ix. PERIODIC REVIEW OF STRATEGIC PLAN

Strategic plan 2022-27 review will be carried out at the end of each academic year during the plan period to assess the achievement status of planned activities. Corrective action will be initiated to bridge the gaps between planned vs actual. During the mid-plan period, strategic plan will be revisited to assess the impact of internal and external factors on strategic directions and strategic plan will be revised based on the need.

	AY 2022-23	AY 2023-24	AY 2024-25	AY 2025-26	AY 2026-27
Review of Strategic plan	√	√	√	√	√
Corrective actions	√	√	√	√	√
Revisit of Strategic plan			√		
Strategic plan revision (if required)			√		

#### x. RISK MANAGEMENT PLAN

At SBS RAK – UAE, there are possibilities of risks that need to be preempted, mitigated or treated. These risks largely relate to infrastructure, adequacy of IT and library resources, enrollments, turnover of faculty and staff, recruitment, retention of students, teach out, compliance with the RAKEZ

Risk Management Plan

Nature of Risks	Risk level	Method of Mitigation	AY 2022-	AY 2023-	AY 2024-	AY 2025-	AY 2026-

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			23	24	25	26	27
Enrollments	High	Effective Marketing strategies	x	x	x	x	x
Faculty and Staff recruitment	Medium	Adherence to recruitment policies	x	x	x	x	x
Retention of faculty	High	Academic culture and motivation	x	x	x	x	x
Retention of staff	Medium	Maintenance motivation	x	x	x	x	x
Provisions for Teach out	Medium	MOU's with Universities	x	x	x	x	x
Brand image	Medium	Establishing quality education systems	x	x	x	x	x
Continuity of services	Medium	Adherence to strategic plan	x	x	x	x	x
Infrastructure safety and security	Medium	Proper maintenance and regular upkeep	x	x	x	x	x
Adequacy of IT resources	Medium	Upgrading as required	x	x	x	x	x
Adequacy of Library resources	Medium	Enriching Physical or Electronic library resources	x	x	x	x	x
Compliance to regulators requirements	High	Compliance to standards	x	x	x	x	x

## xi. CONCLUSION

Different components of the Strategic Plan 2022-27 are projected based on the assumptions that the external environment remains more or less constant in UAE. Trends in the past has shown that UAE is stable politically and economically in a larger sense. Since the SBS is a branch campus most of the programs will be offered as per the approved programs allowed by the main campus. In the plan, the local requirements are assessed and if need be suggestions will be made to the main campus to redesign the curriculum and add or delete courses or programs. Most of the major components are covered and if any additions are to be made to the current strategic plan addendums will be added. The current plan will

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incorporate a revised plan when the scope of expanding the programs and the concentrations to meet the requirements of the strategic directions of the United Arab Emirates is felt in for long-term sustainable growth. The Strategic Plan 2022-27 gives a comprehensive outlook of academic and service requirements along with the resources allocated for maintaining the quality of education. The plan also includes the periodic review process for monitoring the progress of the planned activities and the issues that need to be resolved during the course of implementation due to operational difficulties or changing environmental situations.

#### **References :**

1. ["Facts about Ras Al Khaimah"](#). RAK Government.
2. [^ "Agriculture - United Arab Emirates - export, crops, farming"](#). [www.nationsencyclopedia.com](http://www.nationsencyclopedia.com). Retrieved 17 June 2018.