



International Assembly for Collegiate Business Education

15 December, 2014

Dr. Syed Umar Farooq, Vice Chancellor-Academics  
Kardan University  
Parwan II Square  
Kabul, Afghanistan

Dear Dr. Farooq:

The IACBE Board of Commissioners met on December 2-4, 2014 to consider the request for accreditation of the business programs offered by the Department of Business Administration at Kardan University. I am pleased to report that the Board of Commissioners approved your request and granted accreditation to your business programs accompanied by the notes, observations, and commendations identified below.

### **Notes**

Notes represent areas in which the institution is not in full compliance with the IACBE's Accreditation Principles. The Department of Business Administration is required to take action on the notes as specified by the IACBE Board of Commissioners, and until the issues identified in the notes have been satisfactorily addressed, the progress made in complying with the commissioners' requirements as stipulated in the notes must be reported each year in your annual report to the IACBE. Unless otherwise indicated herein, the institution has three years to address the issues identified in the notes.

### **Principle 1.1: Outcomes Assessment – Degree of Compliance: Substantially Compliant**

In the "Mapping of Assessment Measures to Intended Student Learning Outcomes" that was submitted with the revised outcomes assessment plan in response to the site-visit team's report of findings, it appears that none of the intended student learning outcomes are assessed by at least one indirect measure of student learning. In its next annual report to the IACBE, which is due by 1 November, 2015, the department must submit a revised outcomes assessment plan that provides for the assessment of each intended student learning outcome by at least one direct measure of student learning and at least one indirect measure of student learning.

In addition, in the revised outcomes assessment plan that was submitted in the department's response to the site-visit team's report of findings, the "Mapping of Assessment Measures to Intended Student Learning Outcomes" indicates that intended learning outcome #8 (which deals with working in team scenarios) is assessed by the viva voce examination. The commissioners cannot understand how an oral examination of an individual can measure students' abilities to function effectively in teams. The department must explain this apparent discrepancy and submit a revised outcomes assessment plan that identifies an appropriate direct measure of learning for intended learning outcome #8. This revised assessment plan must be submitted with the department's next annual report to the IACBE, which is due by 1 November, 2015.

In its future annual reports to the IACBE, the department must submit assessment results based on its revised outcomes assessment plan. These results must include assessment data for each specialization in the BBA.

### **Observations**

Observations are suggestions for improvement by the IACBE Board of Commissioners that it believes would be helpful to the Department of Business Administration in achieving excellence in business education. Action on observations is highly recommended, but is not required.

#### **Principle 1.1: Outcomes Assessment – Degree of Compliance: Substantially Compliant**

The Board of Commissioners recommends that the Department of Business Administration consider reducing the number of intended student learning outcomes in its BBA program. This would help to streamline the process of assessment and data collection.

The commissioners also recommend that the department consider including written performance descriptions for each performance level contained in the rating scales in the rubrics used for evaluating students' dissertations and viva voce examinations. This would help to guide faculty evaluations of student performance on these instruments and to provide consistency in their evaluations.

#### **Principle 4.1: Faculty Qualifications – Degree of Compliance: Fully Compliant**

The Department of Business Administration should continue to explore ways to hire additional doctorally-qualified faculty members. The current low number of doctorally-qualified faculty could negatively impact its ability to offer an MBA program.

#### **Principle 4.2: Faculty Load – Degree of Compliance: Fully Compliant**

The Department of Business Administration should monitor and review the teaching loads of faculty in order to ensure that student learning outcomes are not adversely affected.

### **Commendations**

Commendations are findings of the Board of Commissioners in those areas in which the board believes that the Department of Business Administration is demonstrating exceptional performance.

- Kardan University is to be commended for such remarkable achievement in such a short period of time.
  - Kardan University and its Department of Business Administration have assembled a dynamic and vibrant team of professionals who are truly dedicated to advancing the mission of the university.
  - Kardan University is to be commended for its commitment to higher education and to improving the lives of Afghani citizens.
  - The Board of Commissioners commends the Department of Business Administration for its commitment to incorporating international academic standards in its programs.
  - Kardan University is to be commended for its comprehensive, continuously-evolving, and in-house-developed management information system.
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Accreditation represents a continuing relationship between an institution and its accrediting organization. Specialized program accreditation by the IACBE is dependent upon your institution remaining (i) in good standing with your institutional accrediting body and (ii) in compliance with the IACBE's Accreditation Principles and policies as set forth in the *IACBE Bylaws, Accreditation Process Manual, and Self-Study Manual*. Your accreditation is valid for a maximum of seven years, through December 2021.

The following notice pertaining to your accreditation status with the IACBE must be used in your official publications, including your institutional website:

*Kardan University has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE) located at 11374 Strang Line Road in Lenexa, Kansas, USA. The business programs in the following degrees are accredited by the IACBE:*

- *Bachelor of Business Administration with specializations in:*
    - *Finance and Accounting*
    - *Management*
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Kardan University will be publicly recognized for achieving accreditation at the 2015 IACBE Annual Conference and Assembly Meeting on April 14-17, 2015 in Baltimore, Maryland, USA. We very much look forward to seeing you there.

We encourage the business faculty at Kardan University to be actively involved in the IACBE's professional development programs and activities, including participation in the IACBE's Annual Conference and Assembly Meetings, regional conferences, and workshops, and serving as site-visit team peer reviewers.

Should you have any questions or if I can be of assistance to you, please contact me through the IACBE's headquarters office.

Sincerely,

A handwritten signature in black ink that reads "Chip Mason". The signature is written in a cursive style with a large, stylized initial "C".

Dr. Chip Mason, Chair  
Board of Commissioners

cc: Mr. Roeeen Rahmani, Chancellor  
Mr. Murtaza Niazi, Head of the Department of Business Administration