



پوهنتون کاردان  
KARDAN UNIVERSITY

# Vision of Excellence

Strategic Plan  
2015-2020

A man with dark hair and a slight smile, wearing a grey blazer over a dark blue button-down shirt, is the central figure. He is holding a yellow spiral-bound notebook with both hands. In the background, two other men are visible but out of focus. One man in a brown blazer is looking down at a device, and another man in a striped shirt is partially visible on the left. The scene appears to be outdoors in front of a building. The text 'Aspiring for Knowledge' is overlaid in a white serif font across the middle of the image. An orange decorative bar is at the bottom.

Aspiring for Knowledge

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# Glossary

## **General Assembly**

The General Assembly is a group of 101 representatives of Kardan University's main stakeholders who advise the university on the development, delivery and follow up of the strategic plan.

## **Vision Statement**

An aspirational description of what Kardan University would like to achieve or accomplish in the long-term. It is intended to serve as a clear guide for choosing current and future courses of action.

## **Mission Statement**

This is a statement of purpose of the university and its reason for existence. It is a written declaration of our core purpose and focus that is intended to remain unchanged over time.

## **Metrics**

Metrics are the key indicators for assessing progress against the strategic plan. The SPAC will identify specific metrics to assess progress towards the fulfillment of the goals in the strategic plan.

## **Strategic Planning Advisory Committee (SPAC)**

SPAC is an advisory body representing Kardan University's leadership and key stakeholders. The body was established in 2014 to oversee the strategic plan development, implementation and follow-up.

## **Strategic Plan 5-Year Goal**

Kardan University's goal arises directly from its vision and mission statements. It responds to the challenges it faces and reflects the priorities in its Vision of Excellence. It is fundamental to the university's future and will remain an integral element of our future direction.

## **Strategic Objectives**

Strategic objectives constitute the main focus of the Vision of Excellence. These objectives set tangible targets for achievement within the university system. Together, these complementary objectives will help the university achieve its mission.

## **Strategic Initiatives**

Strategic initiatives are selected means through which the strategic objectives will be met. They may require some iteration as their effectiveness is measured in terms of their contribution and relevance towards the strategic objectives they support. These initiatives will be given priority resource allocation as part of the implementation and follow-up phases.

## **Stakeholders**

Kardan University's main stakeholders are individuals, organizations and other entities which influence or are directly affected by the university's decisions. These include staff, faculty, alumni, students, corporate partners and national and international regulatory bodies.



Workshops for disabled people  
→ Drawing attention of communities  
\* Master and Ph.D opportunities for teachers for capacity building

Shahid Shamsi Sh...

- Creation of teacher and research environment (Rec)
- Create an entrepreneurial environment at the University to attract the private sector
- Improvement in teaching through research and innovation
- Faculty development program and teacher training

# Creating New Possibilities



**Roeen Rahmani**  
President



## President's Message

I am pleased to present the Kardan University's five-year (2015-2020) strategic plan entitled "Vision of Excellence".

Since its inception in 2002, Kardan University has made remarkable progress in educating the next generation of Afghan professionals. Given the changing socio-economic context and increasing demand for higher education, there is a need for Kardan University to enhance its service delivery and consolidate its benchmarks for academic excellence.

The overall aim of this strategic plan is to contribute towards the development of a unified, comprehensive and robust strategic direction for the University over the next five years.

The ideas presented here are the result of consultations with a wide range of the university's stakeholders, including staff, students, alumni, regulators and partners.

A major milestone for development of the strategic plan included holding a general assembly of more than 100 participants to develop the strategic objectives and solicit actionable ideas for implementation.

Keeping with Kardan's tradition of innovation and creativity, we will be strengthening the university's brand, introducing innovative programs and adopting practical steps towards achieving academic excellence.

This plan will remain a living document, overseen by the Strategic Planning Advisory Committee (SPAC). Through collective and coherent actions, we will make significant strides towards achieving academic excellence.

I invite you to join me in sustaining our strategic position as a quality institution and consolidating our strengths. Let us work together to usher in a world of possibilities for our students, alumni and partners.

Roeen Rahmani

President  
Kardan University

# Vision Statement

In the spirit of excellence, aspiring for knowledge and growth

# Mission Statement

A vibrant university inspiring academic and professional excellence

A major focus of both the strategic plan and the vision and mission statements is on the excellence.

Award of the International Assembly for Collegiate Business Education accreditation presents the university with a formidable challenge and an opportunity to further enhance its academic quality.

Similarly, the university is committed to ensuring students' professional excellence through career development, research and extra-curricular activities.

Overall, these statements reflect Kardan University's commitment to educating a new generation of skilled leaders who can contribute meaningfully towards Afghanistan's economic growth and prosperity.



# Values

Kardan University is a value-driven institution. Our values underpin the strategic plan and reflect our commitment to achieving excellence.

## Knowledge

Our primary value is the pursuit of new knowledge. We will strive to become an industry leader in promoting knowledge into a productive asset that can ultimately contribute to the prosperity of the university community.

## People

Our people are our most vital assets, who are critical actors in shaping our strategic direction. We will invest in the well-being, intellectual growth and professional development of our people.

## Innovation

Kardan University is committed to enhancing a culture of innovation across its programs, ensuring the introduction and application of best practices, progressive processes and approaches.

## Integrity

We will adhere to the highest professional and ethical standards. We will act with integrity and commit ourselves to an open and transparent work environment.

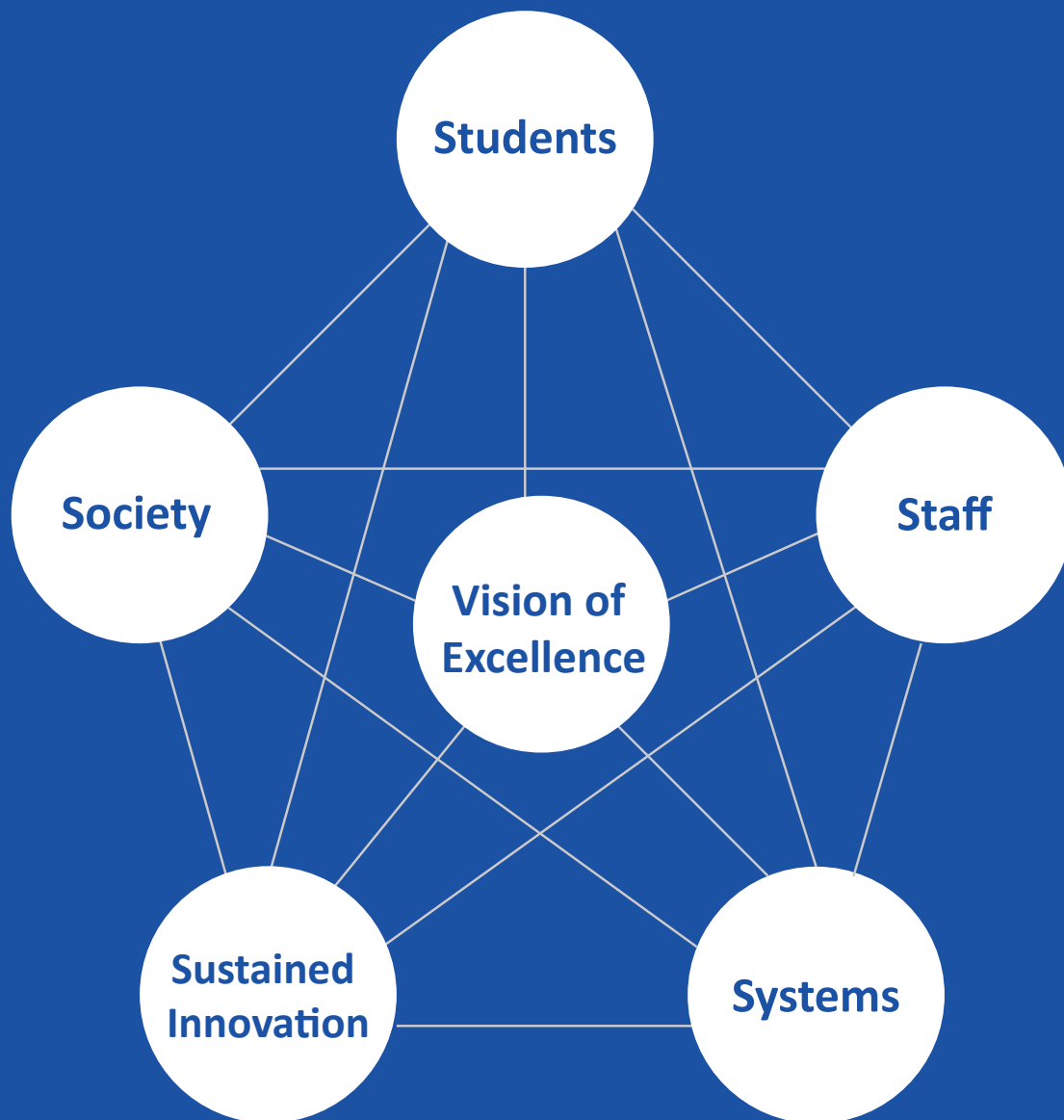
## Internationalization

Kardan University will strive towards playing an active role in the global village and maximizing the full potential of Afghan human capital at the international stage.



# Five Year Strategic Goal

The 5- year strategic goal of the University is to achieve an enabling environment for academic excellence through strengthened student growth, faculty development, research initiatives and sustained innovation. To achieve this goal, we will continue to develop robust policies and procedures while ensuring an enhanced public engagement effort.



Adapted from McKinsey 7-S Framework



## STRATEGIC OBJECTIVES AND KEY ACTIONS

### Student Professional Excellence

#### Background

Our students are among the university's greatest assets with specific needs and aspirations. Despite massive achievements in student enrollment and retention, there is a need to attract the country's best and brightest minds.

Significant reform and improvements are required at the registration, admissions and retention procedures in order to ensure exceptional student experience at Kardan University.

Effective student retention will require emphasis on extracurricular activities and intellectually rigorous initiatives such as research seminars, symposiums and other student centered events. Based on the 2015 student and alumni survey findings, the university must also make additional investment in infrastructure development and upgrading of key facilities.

Such responsive measures will help lay the foundation for an efficient, cost-effective and smart administrative system that will appropriately reflect the academic excellence, organizational values and university brand. Ultimately, every effort must be made to transform the university into a student-centered institution.

While improving our institutional system and policies, we will train our employees to offer the most exceptional academic and professional services to the university's students and alumni. At the most fundamental level, we will strengthen and streamline our information and student services to address the immediate and critical student needs.

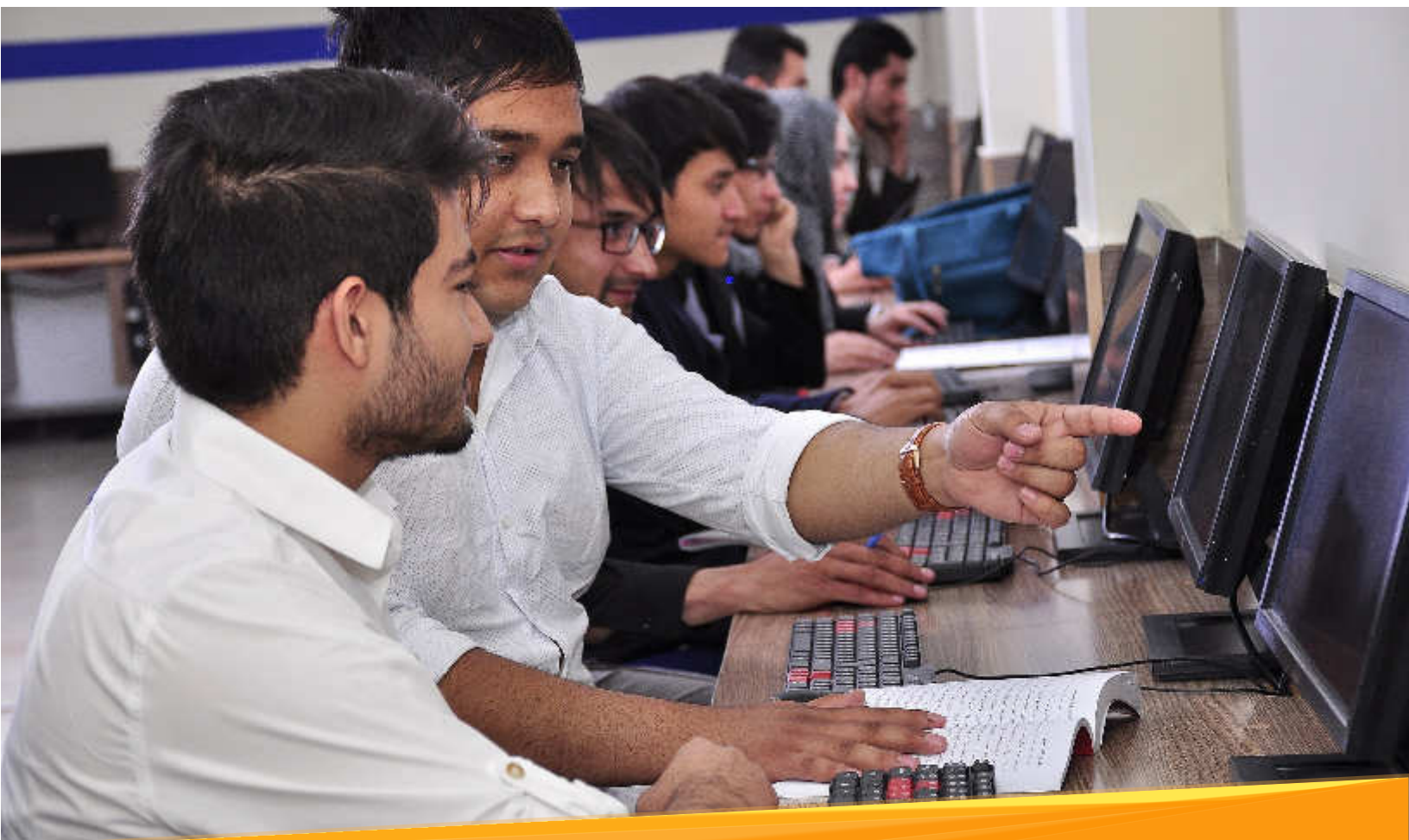
We will work to significantly improve our teaching methodology, ensuring a modern and interactive learning approach through the reinforcement of group work, practical work, self-directed exercises and case studies.

# STRATEGIC OBJECTIVE 1

To enhance students' professional growth through the design and delivery of rewarding and intellectually rigorous academic programs and services.

## Key Actions

- Strengthen the industry immersion into the classrooms through case study methods, workshops, expert speakers and alumni engagement.
- Enhance student counseling on areas related to subject selection, specialization and thesis development.
- Increase the scope and access to the electronic library resources, including the establishment of a public library.
- Increase co/extra-curricular activities with a focus on sports clubs, debate clubs and inter-university competitions.
- Enhance student engagement, recognition and appreciation through rewards, certificates, scholarships and research initiatives.
- Explore avenues for value-added learning and interaction across the university.



# Faculty and Research Excellence

## Background

**Attracting and maintaining a diverse and balanced pool of talented faculty members is the university's top priority.**

As the university expands, there is a need to recruit, develop and sustain a group of world-class faculty members who are devoted to the university mission and values.

The university's faculty has played a critical role in strengthening the university's academic reputation, particularly related to the international accreditation. Moving forward, greater resources and investments need to be allocated to faculty selection and development.

Key progress must be made in strengthening faculty development, management and administration systems and policies, ensuring consistency and continuous faculty improvement. In addition to exceptional faculty recruitment and development, there is a need to introduce and implement a comprehensive faculty performance based appraisal system.

Over the years, faculty performance management has been challenging, leading to limited results in faculty motivation and retention.

Kardan University also remains committed to developing research culture at the faculty level. As such we will prioritize inter-disciplinary research development mobilizing students and key faculty members. We will invest in streamlining and strengthening the research development.

We will help the faculty and students navigate their way in inter-disciplinary research through connecting them to resources, community, and world-renowned researchers and think-tanks.

We will seek to constantly adapt, innovate and exceed the expectation of our students and the faculty members. We will be renowned as a catalyst for social change, building on our long-standing contributions towards the economic growth of Afghanistan through the introduction of highly skilled and talented professionals.





## STRATEGIC OBJECTIVE 2

To nurture and foster a talented faculty from diverse backgrounds, ensuring continuous professional development and research excellence.

### Key Actions

- Attract, select and develop the next generation of faculty members with diverse backgrounds.
- Establish and sustain the Faculty Development Center to streamline faculty training, development and mentoring.
- Establish and sustain the Quality Assurance Unit (QAU) to enhance curriculum and academic standards.
- Improve teaching and learning methodologies, through case studies, research-based assignments, internships and other experiential learning options.
- Enhance student and faculty research capabilities including publication of academic journals.
- Enhance the faculty development initiatives, including through research grants, representation in international seminars, as well as orientation and training.

# Excellence in Innovation and Growth

## Background

**Innovation constitutes a fundamental organizational value at Kardan University.**

Achieving academic excellence will require relentless innovation and growth to ensure the university meets the educational challenges and opportunities in Afghanistan.

As the industry leader and only IACBE accredited institution in Afghanistan, Kardan University's reputation and performance will be assessed both internally and externally based on its ability to innovate and shape the higher education landscape.

Strategically, there is a need to raise awareness at the university level about the significance of the innovative approaches, streamline the innovation efforts and ensure a system-wide impact through careful design, delivery and follow up processes.

Keeping in view the university's strengths and available opportunities, Kardan must focus on innovation through:

- Design and delivery of market driven academic programs
- Tapping in to the latest teaching and learning best practices with a particular focus on technological innovation in teaching
- Establishing the Kardan University's Center of Excellence to consolidate the development of innovative ideas and initiatives



## STRATEGIC OBJECTIVE 3

To foster an environment of sustained innovation and growth with a focus on academic excellence

### Key Actions

- Strengthen a participatory management approach, including student inclusion in decision-making.
- Achieve the international accreditation of key academic programs, including computer science, engineering and law.
- Transform Kardan University into a digital university.
- Establish and strengthen the Kardan Center of Excellence (KCE).
- Develop and implement new and demand-driven academic programs at bachelor's and master's levels.
- Acquire independent campus in a strategic location in Kabul for the university's academic programs.



# Excellence in Policies and Procedures

## Background

Development and application of standard policies and procedures has been identified as a key challenge at Kardan University.

Considering the expansion and transformation of the university into an industry leader, Kardan requires responsive and practical policies to guide its operations, programs and services. Lack of such critical documents will limit the university's potential, impact and productivity, resulting in overlaps and inefficiencies.

As such, we will commit to an efficient and responsive approach for understanding, analyzing and responding to the student, staff and faculty concerns. In everything we do, we will adopt a student-centric

approach, recognizing that our long-term success hinges on our ability to efficiently and effectively serve our student community.

Key policies that must be updated include:

- Student Services
- Registration
- Academics
- Administration & Human Resources
- Internal and External Communications

Improved policies and procedures will help the university transform its staff and students' experience; resulting in increased impact across the university.

## STRATEGIC OBJECTIVE 4

To streamline and enhance the university policies, procedures and mechanisms towards effective collaboration and student success

## Key Action

- Develop and streamline critical organizational policies and procedures focusing on administration, academics, registration and student services

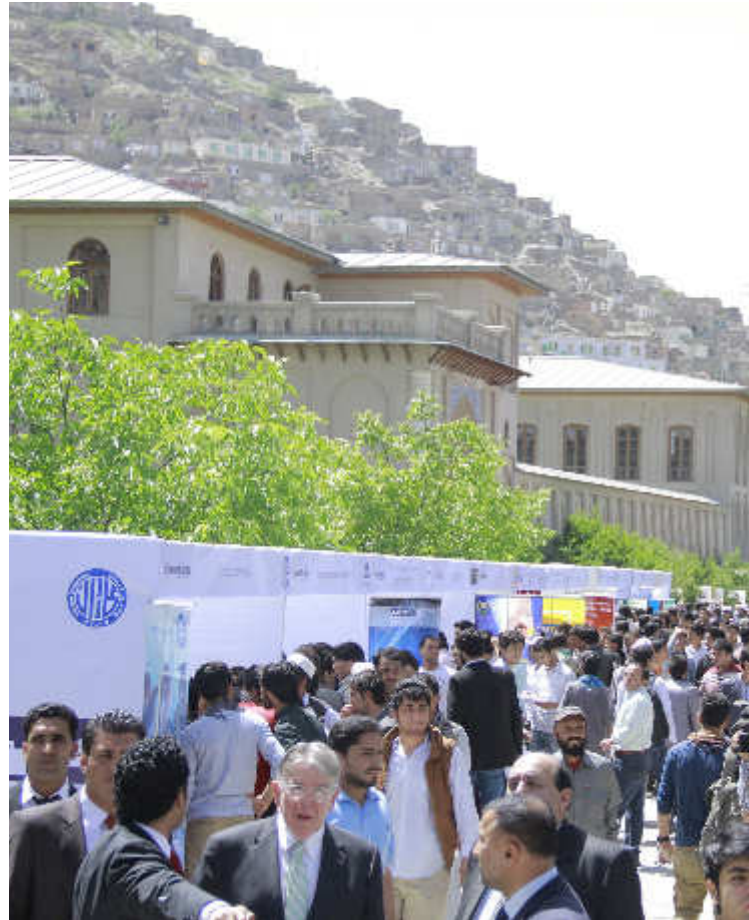
“Improved policies and procedures will help the university transform its staff and students' experience.”

# Excellence in Public Engagement

## Background

Since its inception in 2002, Kardan University has earned a strong reputation as a competent academic institution among both national and international stakeholders.

Kardan University's students, alumni and partners represent a critical mass of individuals who can effectively advance the university's mission nationally and internationally. Greater emphasis needs to be placed on forging academic and industry linkages while ensuring that the alumni are fully engaged in advancing the university's outreach goals.



As a key strategic pillar, the public engagement efforts will seek to cultivate stronger, sustainable connections with its strategic partners in ways that together these assets contribute towards achieving the Vision of Excellence.

We will also support opportunities for students, faculty and departments across the university to share their achievements, cultivate new partnerships and advance their specific priorities.



## STRATEGIC OBJECTIVE 5

To strengthen and streamline the university's public engagement efforts with national, regional and international stakeholders

### Key Actions

- Establish and maintain a Public Engagement Office to focus on public awareness and social media.
- Enhance academic and professional linkages with reputable national, regional and international academic institutions.
- Enhance linkages, collaborations and relationships with local, regional and international industry leaders as well as foreign embassies.
- Advance systematic outreach efforts targeting high schools, technical institutes and specialized centers to attract the best and brightest minds.
- Establish the Kardan Foundation to manage the Corporate Social Responsibilities (CSR) framework with a focus on provision of educational services to the general public.
- Expand opportunities for the university to participate in national, regional and international engagement networks.
- Ensure the full integration of public engagement efforts into the university's key policies, priorities and programs while building institutional and staff capacities related to public engagement.



## Selected Strategic Initiatives

Kardan University is committed to delivering exceptional and high quality learning and professional experience to its diverse group of students. The aim of the strategic initiatives is to further enhance the academic standards while contributing towards a more competitive and innovative learning environment.

These initiatives will be given priority resource allocation as part of the implementation and follow up phases:

- Development of Kardan University's Center of Excellence with a specific focus on Quality Assurance and Advancement
- Transforming Kardan University into a digital university, reducing reliance on manual and paper-based operations
- Establishment of the Kardan Foundation to focus on corporate social responsibility and key development challenges
- Establishment of Kardan Faculty Development Center
- Acquisition of property to build a state-of-the-art Kardan University campus in Kabul



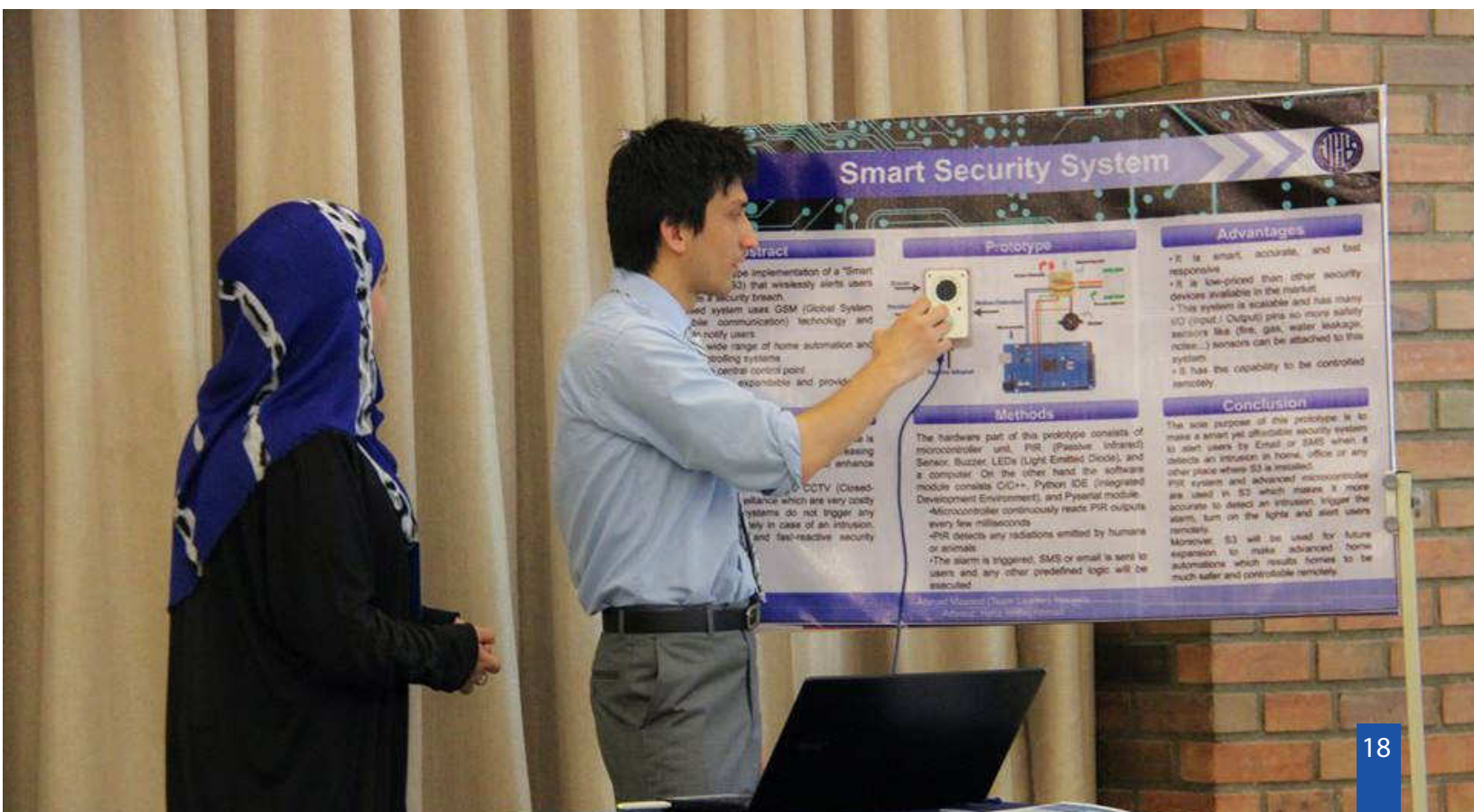
# Strategy Implementation

The strategic plan will be implemented through targeted programs and action plans developed by each department at Kardan University.

Each department must articulate its action plan based on the mission, strategic objectives, action points and strategic initiatives outlined in this document. The SPAC will be responsible for review and approval of the annual plans.

## The following steps will be taken for effective implementation:

- Department-wide consultation and development of action plans ensuring a participatory and inclusive approach across the university.
- Review and approval of the action plans at the SPAC level.
- Action plan implementation and follow up with quarterly reporting to the SPAC by the heads of departments.
- Full stakeholder engagement on the strategic plan through the website, campaigns and communication of major milestones.
- For the strategic plan to be successful, the university community must own and advance the plan, committing to taking the necessary measures to realize the objectives. The monitoring and evaluation process will be central to keeping the strategic plan relevant, focused and achievable.



## Assessing Progress

We will monitor progress against our strategic objectives and actions using relevant performance indicators, benchmarks and targets. The SPAC will oversee the establishment of a robust M&E Unit to assess and monitor programming effectiveness and impact. We will maintain focus on the strategic plan, ensuring that its progress is assessed regularly based on the strategic objectives. The M&E functions will also focus on an improved communications strategy, which will highlight major results achieved, programming deviations and lessons learned.

## Key Actions

- Establish an independent Monitoring and Evaluation Unit to manage the strategic plan progress and iterations as well as operational activities
- Develop a comprehensive Monitoring and Evaluation Plan, ensuring appropriate orientation guidance and follow up with the key departments

## Conclusion

The Vision of Excellence articulates Kardan University's future direction and commitment to achieving academic excellence.

Successful implementation of this plan will require coordinated actions, collaboration and focused approach towards the strategic objectives.

The SPAC will continue to oversee the plan implementation to ensure Kardan University remains competitive, innovative and impactful over the long-term.

The Vision of Excellence will remain a testament of Kardan University's pursuit of excellence in everything we do to transform Afghanistan and beyond.



# Inspiring Future Leaders



*In the spirit of excellence, aspiring for knowledge and growth*

 [kardan.edu.af](http://kardan.edu.af)

