

# STRATEGIC PLAN: AY 2019-2023

The Business Department of the American University of Afghanistan currently offers two programs, the Bachelor of Business Administration and the Masters of Business Administration. The curricula are anchored to global best practices and are taught by a diverse body of faculty with a rich international background.

## DEPARTMENT VISION STATEMENT

To be recognized by students and employers in the region as the preeminent undergraduate and graduate business programs in Afghanistan.

## DEPARTMENT MISSION STATEMENT

We are committed to providing international-caliber business education programs that develop professionals who drive ethical social and economic development of organizations in Afghanistan and globally.

## VALUES

- **Academic freedom:** We share knowledge and conduct research as teacher-scholars in support of our mission.
- **Pursuit of knowledge:** We instruct our students from diverse perspectives that encourage independent thinking, continuous professional development, and lifelong learning.
- **Equality:** We believe in each student's right to equitable access to higher education opportunities regardless of ethnicity, language, cultural background, socio-economic status, religion, health, or other social, political, economic, or cultural differences.
- **Fairness:** We ensure students receive equitable and inclusive treatment in their pursuit of knowledge and we acknowledge the challenges faced by our students in completing their programs of study and endeavor to help them to solve these challenges.
- **Diversity:** We seek create a diverse community that provides an international-caliber and globally-oriented education from variety of perspectives.
- **Community:** We pursue strong relationships with the business community, governmental agencies, and society to provide education that serves, and is in service to, Afghanistan.
- **Entrepreneurship:** We strive for a culture of creativity, innovation, and inspiration.
- **Responsibility:** We recognize our role and responsibility to the improvement of quality of life in Afghanistan.
- **Accountability:** We acknowledge and accept our responsibility for the outcomes of our agreements, decisions, and outcomes.

- **Service:** We understand our duty to provide quality higher education that meets the current and changing needs of the people of Afghanistan.
- **Respect:** We take into account the wants and needs of others as well as the social, cultural, economic, psychological, and political impact of our decisions and actions on others.
- **Honour:** We consider the long-term reputation of the Business Department, its students, faculty, and graduates; the American University of Afghanistan; the nation of Afghanistan; and those with whom we represent professionally in our decisions and activities.
- **Integrity:** We consider the ethics and long-term consequences of our actions on ourselves, others, and the larger society.
- **Perseverance:** We expect stakeholders to pursue with determination ways to overcome obstacles and to solve problems using analytical, critical, creative, and strategic thinking

## **GOALS & OBJECTIVES**

**We, the Business Department at the American University of Afghanistan, strive to**

### **1. Deliver international-caliber curricula and maintain continuous improvement taking into account the cultural, social and economic needs of Afghanistan**

We will

- Graduate students who perform at a high-level of academic and professional excellence.
- Provide students with education based on international concepts and practices that empower students to make appropriate and ethical decisions in the challenging economic environment of Afghanistan and the changing global marketplace.
- Develop within students understanding of business norms, legal and ethical expectations, and values-orientations in professional relationships across international contexts.
- Prepare students for the business world, both locally and globally, by providing them with skills in communication, decision-making, critical thinking, entrepreneurial thought, operations, analytics, independent thinking, self-motivation, organizational management, time management, teamwork, and creative thinking.
- Inspire students to be lifelong learners, engage in continuous professional development, to believe in themselves, to care for the welfare of society, and to understand their social responsibility toward Afghanistan and the world.
- Measure quality and continuous improvement of the curricula.
- Create a system whereby course curricula are connected to both department strategy as well as the common core of the university.
- Expand program offerings to meet changing professional, economic, and social needs including expansion of the undergraduate Accounting and Marketing concentrations and the introduction of concentrations in Economics and Entrepreneurship.

## **2. Facilitate student's ability to think critically and creatively through active learning.**

We will

- We will expand and improve the operations of professional development student clubs.
- Create extra-curricular learning opportunities for students: internships, competitions, work-study, and the like.
- Cultivate leadership qualities and an entrepreneurial spirit within the student body.
- Utilize the full capacity of technology including our learning management system to promote effective communication between faculty and students.
- Cultivate cross-course connections to develop student understanding of the interconnections between topics, the interrelatedness of disciplines, and the value of each field in creating success in the corporate and entrepreneurial worlds.
- Use student feedback to help improve teaching practices and department operations.

## **3. Attract and retain high-quality, experienced, and diverse faculty.**

We will

- Establish clear guidelines for evaluating faculty for retention, tenure, and promotion, based on ACBSP accreditation requirements.
- Provide on-going training in classroom management, pedagogy, use of learning management systems, use of new technologies and technological advances, and teaching best-practices to all faculty, full-time and part-time.
- Support research activities, professional development, access to academic resources, and participation in professional conferences and meetings.
- Build and maintain state-of-the-art classrooms and technology infrastructure to facilitate teaching.

## **4. Build strong relationships with both internal and external stakeholders.**

We will

- Partner with external institutions and agencies to create certificate programs, diploma programs, and to expand our graduate offerings.
- Create partnerships with the government of Afghanistan to ensure the maintenance of rigor for both the UG and MBA programs.
- Collaborate with the business community to create internships, job options, and research opportunities.
- Partner with local universities to establish relevant and high-quality academic conferences and workshops to support capacity building in higher education in Afghanistan and to enhance the impact of research for the benefit of Afghanistan society.
- Create systems that promote social responsibility within our curricular and program activities.

We do this by providing a supportive environment that emphasizes excellence in teaching and by offering curricula anchored in analytical, critical, strategic, and creative thinking skills provided by a diverse mix of international and national faculty experts who aim for continuous quality improvement, applied scholarly contribution, and support for the growing business community of Afghanistan.

We do this for the purpose of graduating students with broad-based theoretical knowledge and practical skills who are prepared to meet the challenges of changing environments and to compete in Afghan and global markets.