



**Executive Summary**  
**Renewal of Licensure**  
**Al Khawarizmi International College**

**June 14-21, 2020**

A Renewal of Licensure Review Team (hereafter RLRT) appointed by the Commission for Academic Accreditation (CAA) of the Ministry of Education (MoE) of the United Arab Emirates (UAE) undertook a distance review of Al Khawarizmi International College (KIC) in June 2020 to evaluate an Application for Renewal of Licensure consisting of a *Self-Study* document and attachments (hereafter the *Application*) that had been received by the CAA on 31 October 2019. The *Application* is reviewed against the 2011 version of the CAA Standards for Licensure and Accreditation (hereafter the *Standards*) as 31 October 2019 was the cut-off date beyond which applications would be reviewed against the 2019 *Standards*. An exit videoconference call with the College was held on 21 June 2020.

KIC was founded in 1985 as a computer training institution and took its present name in 2004. KIC, along with the Khawarizmi Training Company (KTC), is part of the Al Khawarizmi Holding Company (KHC). KHC is, in turn, part of the Abu Dhabi University Holdings Company (ADUHC) which has a 51% shareholding in KHC. KTC provides non-degree programs for continuing education, professional training, and certification for a local industry. KIC provides award-bearing academic programs from two sites: The Al Bahia and Al Ain campuses. Initially, the degree programs were at the associate degree level. Beginning in 2010, KIC introduced bachelor's degree programs. The College has established programs in Business Administration, Finance and Banking, IT, Computer Graphics Design and Animation, and Fashion Design, although the Banking program is currently on teach out with only seven registered students (due to graduate by summer 2021) and the Fashion Design program has been taught out with no remaining enrolled students. The portfolio of programs was expanded from 2014 with the introduction of associate and bachelor's degrees in allied health disciplines as an associate degree in medical records.

KIC's main campus is located approximately 30 km from downtown Abu Dhabi city in the Al Bahia district. The Al Ain campus is a branch campus. KIC has recently (April 2020) received CAA approval to relocate the branch campus to a different site in Al Ain and had completed the relocation by the time of the re-licensure review. According to the President, KIC had 1,617 registered students in Fall of the 2019-20 academic year, 1,529 in Spring, and 1,045 in Summer.

Enrollments are approximately  $\frac{2}{3}$  at the Al Bahia campus and  $\frac{1}{3}$  in Al Ain. The largest program is Business Administration (366 students in Spring 2019-20), followed by the health science programs (348 students), the General Education and Foundation Year (322 students), Mass Communications (289 students), and IT (204 students). Classes are not segregated by gender and there are approximately equal numbers of male and female students enrolled. According to the President, there were 64 faculty at KIC in June 2020, presenting an FTE of 58.5.

KIC is an evolving College with an ambitious Vision and Strategic Plan. The relationship with ADUHC provides KIC with opportunities to access expertise, resources and services which have the potential to aid KIC's aspirations, and the RLRT is pleased to observe that KIC is starting to develop its relationship with Abu Dhabi University. The campus in Abu Dhabi is impressive with capacity to meet KIC's growth strategy. KIC has a culturally diverse community who enrich the College culture and experience, and there is a strong student-centred ethos in the College as confirmed by students with whom the RLRT met. The RLRT notes the progress that has been made in important areas, including governance, policy, planning, physical resources, and quality assurance, and in employer relationships since the last licensure review. However, there are some key issues which must be addressed to ensure that KIC is in full compliance with the *Standards*, and in a position to achieve its goals. KIC's commitment to addressing problems is evident. The major issues which must be addressed can be grouped into the following areas:

- Quality Assurance and Enhancement, and Institutional Publications: Whilst the *Self-Study* is organized, and there are numerous references to supporting evidence in the appendices, the document was missing the reflection and criticality expected by the *Standards*. KIC has gathered data, which is unhelpfully aggregated across the two campuses and across programs and is not helpful in pinpointing issues. For example, LRC and student services do not demonstrate how survey data is used to improve services and practice. Program reports are of variable quality and have scant evaluation. The College would benefit from a stronger focus not only on the collection and reporting of information but also on how the information can be used for critical self-reflection and identifying actions for improvement. Once identified, such actions need to have clearly assigned responsibilities for their implementation and a robust system for monitoring and follow up.

The RLRT is concerned that while the College has clearly developed relationships with employers *e.g.*, in relationship to the provision of internships, it has not, in general, established functional Program Advisory Boards. There are also concerns that the College has not undertaken the quinquennial program review that is enshrined in policy, and attention needs to be given to the operation of Exam Boards.

KIC's publications and digital media need to be consistent, and a process established to ensure document control and assign responsibilities. There are omissions and inaccuracies in publications, such as the Policy and Procedures Manual, Student

Handbook and Catalogue. The organization of Handbooks could be improved by following the *Standards*.

- Faculty workload: The recording of workloads is not transparent and does not show the range of responsibilities such as guidance of internships. Faculty are recorded as teaching a full load this means they must be overloaded if internships and field work are taken into account. There are also examples of faculty members taking additional courses. In both instances, additional payments have been made to faculty. KIC must accurately record workload. Overload should only be in exceptional circumstances, not routine and persistent.
- Research and Scholarship: Whilst some KIC faculty are research active, many are not, and the research output of the College is low as measured by indexed publications. Research and scholarship appear to be driven by individuals rather than addressing any defined themes or priorities. The research framework of the College is underdeveloped. The RLRT believes that further development of the research framework is necessary to develop a research culture and to underpin the development of new programs. This is an issue that will be of increasing importance to the College as future accreditations by the CAA will be according to the 2019 *Standards* that place greater emphasis on the research expectations of higher education institutions.

The RLRT makes its recommendations in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to facilitate KIC in achieving Renewal of Licensure.