

**Islamic Republic of Afghanistan  
Ministry of Higher Education  
Khurasan University  
Engineering Faculty**



**Strategic Plan  
(1400-1404)**

Date: 1399

**Prepared By:**

Strategic Plan Committee

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**Chancellor's Signature and Stamp**

د انجینیری پوهنځي ستراتیژیک پلان د پوهنځي په 06/12/1401 نیټه غونډه کی په (13) پروتوکول کی، د پوهنتون علمي شورا په 09/12/1401 نیټه غونډه کی په (13) پروتوکول کی ثبت او تایید دی.

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**Table6.** Budget for Enterprise development.

**Table7.** Over all estimated cost

## Acronyms

MOHE. (Ministry of Higher Education).

KU. (Khurasan University).

ACBAR. (Agency Coordinating Body for Afghan Relief & Development).

HR. (Human Resources).

SWOT. (Strength Weakness Opportunity Threat).

MIS. (Management Information system).

LMS. (Learning Management System).

SO. (Strength Opportunity).

WO. (Weakness Opportunity).

ST. (Strength Threat).

WT. (Weakness Threat).

MoF. (Ministry of Finance).

OBE. (Outcome Based Education).

SCL. (Student centered Learning).

MOU. (Memorandum of Understanding).

HRM. (Human Resources Management).

TIP. (Teaching Improvement Plan).

TAP. (Teacher Annual Plan).

MS. (Master of Science).

PhD. (Doctor of Philosophy).

HoD. (Head of Department).

ICT. (Information & Communication Technology).

## Chapter 01

### 1. Introduction, Fact and Figures

#### 1.1 Introduction

Khurasan University (KU) is a registered university with the Ministry of Higher Education in Afghanistan. The Engineering Faculty counts as one of the key subdivisions of the university; which was established in the year (1388 hijri) with a goal to take part in the construction and rehabilitation of the country. The Engineering Faculty serves as independent and self-governing organization in the eastern zone of Afghanistan, which allows us to respond rapidly to all the academic innovations and developments which comply with the current and future demands of the market. The academic faculty members of Engineering Faculty try to teach the students with various disciplines in civil engineering such as; Structural Design, Transportation Engineering, Engineering Drawings, Engineering Economics, Water Resources Management, Construction Management and so on. The Faculty has recently deployed the new and revised Curriculum prepared by the Ministry of Higher Education for civil engineering faculties in Afghanistan. The faculty has dedicated more than 400 graduates to the society; to take their part in the reconstruction of the country. Currently more than 300 hundred male and female students pursue their higher education in the domain of civil engineering at Khurasan University.

#### 1.2 Vision

The team of engineering faculty work hard to prepare an environment for engineering studies and innovations to satisfy national and international standards. Therefore, the team tries to prioritize and facilitate research works and studies on the one hand and on the other hand will maintain close academic associations with globally well-recognized engineering educational organizations.

#### 1.3 Mission

The mission of engineering faculty is to make decent academic environment for students and research studies to fulfil the demand of the market by dedicating of quality engineers to the society with professional skills and knowledge, discipline and innovation ideas with high quality leadership and management skills. This can bring positive changes in the economical, technological and social domains of the country and region.

#### 1.4 Core Values

The base for academic programs and social involvement and contribution of any educational organization is the core values of that organization.

The following core values strengthen the mission of the engineering faculty of the Khurasan University:

1. Supporting the vision and mission of the faculty.

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2. Concentrates on the needs of the students and society at all.
3. Timely satisfaction of the dynamic demands of the existing market.
4. Prolonged assessment and support of the programs, services and policies.
5. Strengthening of morals by efficient and flexible behavior and manner.
6. Recognition and support of the efforts of the staff and students.
7. Acknowledging the innovations and improvements of the staff and students
8. Motivating and support of internal collaboration amongst various departments.
9. Ensuring sufficient and equal accessibility for all the stakeholders.
10. Appreciation, celebration and revealment of hidden talents.
11. Teaching and the teaching process is the responsibility of all the involved parties.
12. Motivating of the students to contributes as valuable individuals of the society.

## 1.5 Facts and Figures

### 1.5.1 Academic Staff

Every organization has its own recruitment system; in order to find the best applicants and make them a part of the committed and professional academic staff of the engineering faculty the faculty deploys the staffing system which is recommended by the ministry of higher education. Our human resource policy normally goes through the following practices:

- **The Job Announcement:** A job announcement through job seeking websites such as; ACBAR and Jobs.af is the first point of contact that a new academicians makes it with our institution
- **Application Review:** Once the applications are submitted, our talent acquisition teams screen them for completion and information accuracy. During this step, the team normally compares a candidate's qualification, skills and experience with position requirements in order to determine if the candidate is best-fit.
- **Written Test:** After the list of short-listed candidates is prepared, the candidates are invited to appear in a written exam.
- **Demonstration Class:** Once candidates make it through the written exam, a panel of senior academician from the faculty is formed who evaluate the candidates with the pre-defined assessment criteria.
- **Final Offer:** The HR committee makes an invitation for a potential employee to work in a specific position for Khurasan University. Our Job offers typically contain the details of the employment offer, including salary, benefits, job responsibilities, and the reporting department name and manage title.

Most of our academic staff has their post-graduate qualifications from abroad the country which allows us to put the diversified theory and experience of our professional faculty members for the betterment and accreditation of the faculty and university at all. The faculty is well known across the country for the high quality of teaching and research practices; our academic staff ensures that the faculty's academic operations run smoothly. Their efforts lead to a positive

student experience, research, and successful partnerships and collaborations with external organizations.

The faculty members aside with preparation of the teaching materials pay their superior attention in writing and publishing of the academic and research papers, professional books etc.

1. **Supportive Teaching Environments:** The Engineering Faculty of Khurasan University has adopted a remarkable teaching environment in which the staff feels relaxed and safe and we have been providing the academic personnel with academic resources, teaching technology and supportive organizational culture.
2. Provision of appropriate feedback
3. Use of relevant learning technology
4. Attention to affective attributes of academic staff
5. Use of research to enhance teaching

The statistics of faculty the members are shown in Table 1. The number of faculty members is allocated in this table based on their qualifications.

**Table.1**

<b>Faculty members of Engineering Faculty</b>			
<b>P.HD.</b>	<b>Master</b>	<b>Bachelor</b>	<b>Total</b>
-----	7	3	<b>13</b>

#### 1.5.2 Administrative staff:

The Engineering Faculty has hospitable administrative staffs that play a crucial role in the success of our academic operations and acts as a backbone. The Faculty is thankful for their passionate backing for the university's transformation and reforms.

Table 2 shows the number of our administrative and supporting staff.

**Table 2.**

<b>Administrative and supporting staff Of Engineering Faculty</b>	
Administration staff	4
Security Guards	-----
Supporting staff/حفظ و مرقيبت	1
<b>Total</b>	<b>5</b>

#### 1.5.3 Students

As students are the most essential assets of any educational institution; Herby, the team of Engineering Faculty works hard to help the students for the achievement of their academic goals during their academic career with us.

Our objectives are to assist students develop, learn and fulfil their academic wishes. In order to do so, the faculty provide its students with plenty of facilities and programs such as guidance and support, digital library, online student portal, fabulous academic environment, study abroad opportunities, internship opportunities and industry visits.

As far as, the faculty has dedicated more than 400 graduates to the society; to take their part in the reconstruction of the country. Currently more than 300 hundred male and female students pursue their higher education in the domain of civil engineering. Number of them works with some governmental and non-governmental organizations for the betterment of the country, and number of them are pursuing their post-graduate qualifications abroad and entire in the country. Presently, the Engineering Faculty has a total enrolment of 276 students. They all come from various provinces of Afghanistan through Kankor Exam. Table 3 displays the student numbers.

**Table 3.**

Number of Students in Engineering Faculty				
Male	Percentage	Female	Percentage	Total
273	98.91%	3	1.09%	276

### 1.6 Prime Stakeholders

- 1) Ministry of Higher Education
- 2) Ministry of Rural Rehabilitation and Development
- 3) Ministry of Public Work
- 4) Ministry of Mining and Petroleum
- 5) Ministry of Land and Urban Development
- 6) National Development Corporation
- 7) Ministry of Finance
- 8) Ministry of Labors and Social Affairs
- 9) Students
- 10) Alumni
- 11) Parents
- 12) Donors
- 13) Employees
- 14) Industry
- 15) Security personnel
- 16) Regional administration
- 17) Private sectors
- 18) Gender's oriented organization

## 19) National and International collaborating partners

### 1.7 Location

The Engineering Faculty as one of the critical faculties of Khurasan University is located at the centre of Nangarhar province Jalalabad. The Nangarhar province is located at the middle of eastern zone of the country on the one hand; and at the other hand the province has a long border with Pakistan which helps us in order to attract a large number of students from the neighbouring provinces as well as international lecturers.

### 1.8 Competitive Edge:

1. Active, vibrant and evergreen campus atmosphere.
2. Located at the heart of Jalalabad City and is conveniently accessible to every student.
3. There is no noise or pollution in the campus.
4. It provides well-equipped furnished labs.
5. Class rooms are well furnished and ventilated. Audio visual Room is provided with all teaching aids for the development of students.
6. Vast Greenfield area full of plants and trees.
7. The students have all the facilities for games and sports.
8. Large and uniquely designed conference hall, library, internet centres, resource centres and digital exam labs.

### 1.9 Weak Points:

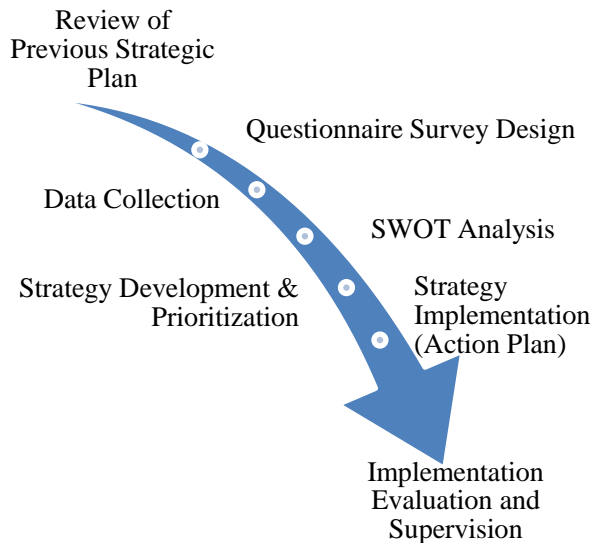
1. Lack of well-equipped construction material laboratory for students and academic staff.
2. Lack of sufficient equipment and tools for Physics and Chemistry laboratories.
3. Due to security reasons at the country, we are not able to arrange field visits for our students.

### 1.10 The Process of Strategic Planning

The strategic plan committee of the engineering faculty was responsible for the preparation of both the strategic plan of the faculty and civil department. The committee members first went through the previous plans and looked for flaws. The committee also looked into the ministry of higher education's guidance. Then it begins work on the strategic plan of the civil department after thoroughly examining all of the procedures. First and foremost, two questionnaires, internal and external were created to collect data. These questionnaires were distributed to faculty, administrative personnel, students, alumni, and employers from both public and private organizations. Following data analysis, the committee produced a SWOT and SWOT matrix for the department. The findings were then presented in front of the committee's members at a committee meeting. Following the approval of the SWOT analysis, the key goals of the strategic plan were prepared and distributed to all committee members. The committee later developed the

strategic plan. As a result, when the strategic plan of the civil department was approved in the academic council of the engineering faculty, the strategic plan committee of the faculty started working on the strategic plan of the faculty. The committee members arranged number of meetings on the preparation of the strategic plan of the faculty. After the preparation and acceptance in the committee it was sent for approval to faculty and then to the university. Finally, after numerous meetings the strategic plan of the years (1400-1404) of the engineering faculty was approved by the academic council of the university.

The following figure clearly indicates the process of our strategic planning.



### 1.11 Analysis of Previous Strategic Goals:

The previous strategic plan of engineering faculty had the following strategic objectives:

- Students and faculty members capacity building.
- Information and communication technology.
- Contribution to society development.
- Academic research.
- Quality assurance.
- Students' involvement increasing.

As per the monitoring and evaluation reports, most of the strategic goals have been achieved. And only some of the strategic goals have been partially not achieved.

A short review of the previous strategic plan goals is as follows:

1. During the previous strategic period the capacity of students and faculty members have been improved.
2. According to the previous strategic plan the faculty built material testing, scientific and computer labs. Also, the university built many infrastructural projects entire in the compass of the university such as: library, research center, auditorium and masjid.

3. Academic affairs have been improved in accordance with the plan, and curriculum has been reviewed in accordance with the standards of the ministry of higher education. The implementation of the LMS system further enhanced the learning process. Similarly, as per plan, the university signed and enforced a number of MOUs with local and international universities and organizations.
4. The university has successfully passed the second phase of the Quality Assurance and Accreditation process fortunately we as engineering faculty were active part of the process. Similarly, it implemented all the 11 standards and 49 sub-standards successfully.
5. Numerous workshops, discussions and seminars were carried out in order to improve the abilities of the academic and administrative staff.
6. According to the plan the faculty take their part in various forms in the development of the society. We organized free of cost 6 months preparation courses for the students of high schools to prepare them for the examination of Kankor.
7. The faculty fulfilled demand of the society by graduating high quality professional engineering graduates.
8. The faculty strengthen research committee and encouraged the teachers and students for conducting of the research projects.

## 1.12 Questionnaire Analysis (Civil Department)

### 1.12.1 Internal Factors Questionnaire Analysis

Questions	Strengths	Weaknesses	Strength / Weaknesses	دیر زیات	زیات	اوسط	کم	دیر کم	Ranking	Chosen	Average	Weight
Q1	100	2	Strength	3	10	13	48	28	4	48	0.470588	0.03718
Q2	100	2	Strength	2	15	13	41	31	4	41	0.401961	0.031758
Q3	101	1	Strength	3	13	13	43	30	4	43	0.421569	0.033308
Q4	99	3	Strength	4	14	11	42	31	4	42	0.411765	0.032533
Q5	100	2	Strength	2	13	14	43	30	4	43	0.421569	0.033308
Q6	87	15	Strength	2	14	11	45	30	4	45	0.441176	0.034857
Q7	91	11	Strength	2	15	12	43	30	4	43	0.421569	0.033308
Q8	91	11	Strength	3	14	13	41	31	4	41	0.401961	0.031758
Q9	89	13	Strength	2	14	13	43	30	4	43	0.421569	0.033308
Q10	96	6	Strength	3	16	12	41	30	4	41	0.401961	0.031758
Q11	25	77	Weakness	2	15	12	44	29	1	44	0.431373	0.034082
Q12	89	13	Strength	2	13	13	42	32	4	42	0.411765	0.032533
Q13	44	58	Weakness	5	5	26	46	20	1	46	0.45098	0.035631
Q14	78	24	Strength	4	6	20	49	23	4	49	0.480392	0.037955
Q15	100	2	Strength	4	5	22	50	21	4	50	0.490196	0.03873
Q16	50	52	Weakness	5	4	24	46	23	1	46	0.45098	0.035631
Q17	87	15	Strength	5	4	25	48	20	4	48	0.470588	0.03718
Q18	73	29	Strength	5	5	25	46	21	4	46	0.45098	0.035631

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Q19	13	89	Weakness	6	5	24	46	21	1	46	0.45098	0.035631
Q20	14	88	Weakness	6	5	24	46	21	1	46	0.45098	0.035631
Q21	86	16	Strength	5	5	24	46	22	4	46	0.45098	0.035631
Q22	70	32	Strength	6	5	26	45	20	4	45	0.441176	0.034857
Q23	20	82	Weakness	4	5	29	44	20	1	44	0.431373	0.034082
Q24	81	21	Strength	5	6	25	44	22	4	44	0.431373	0.034082
Q25	15	87	Weakness	1	7	29	47	18	1	47	0.460784	0.036406
Q26	71	31	Strength	5	4	25	46	22	4	46	0.45098	0.035631
Q27	75	27	Strength	5	5	25	44	23	4	44	0.431373	0.034082
Q28	32	70	Weakness	9	19	35	29	10	2	35	0.343137	0.027111
Q29	53	49	Strength	3	4	31	47	17	4	47	0.460784	0.036406
										Sum	12.65686	1

### 1.12.2 External Factors Questionnaire Analysis

Questions	Opportunity	Threats	Opportunity/Threats	ڊیر زیات	زیات	اوسط	کم	ڊیر کم	Ranking	Chosen	average	weight
Q1	91	10	Opportunity	35	27	20	14	2	4	35	0.343	0.0386
Q2	87	14	Opportunity	33	28	21	14	2	4	33	0.324	0.0364
Q3	10	138	Threats	10	5	32	58	41	1	41	0.402	0.0452
Q4	5	143	Threats	14	0	32	57	43	1	43	0.422	0.0474
Q5	4	96	Threat	4	5	25	38	26	1	38	0.373	0.0419
Q6	5	95	Threat	7	0	21	43	27	1	43	0.422	0.0474
Q7	6	140	Threats	10	9	34	56	37	1	37	0.363	0.0408
Q8	5	139	Threats	4	8	43	58	31	1	31	0.304	0.0342
Q9	4	143	Threats	4	8	40	60	32	1	32	0.314	0.0353
Q10	95	6	Opportunity	33	27	21	15	2	4	33	0.324	0.0364
Q11	96	5	Opportunity	32	28	20	15	3	4	32	0.314	0.0353
Q12	5	95	Threat	5	5	25	38	25	1	38	0.373	0.0419
Q13	4	96	Threat	2	3	26	39	26	1	39	0.382	0.0430
Q14	4	96	Threat	3	4	24	39	26	1	39	0.382	0.0430
Q15	20	128	Threats	26	10	41	37	31	1	37	0.363	0.0408
Q16	52	95	Threats	29	11	43	33	28	1	33	0.324	0.0364
Q17	97	4	Opportunity	3	2	23	40	28	4	40	0.392	0.0441
Q18	101	1	Opportunity	2	2	27	39	26	4	39	0.382	0.0430
Q19	97	4	Opportunity	2	2	26	40	26	4	40	0.392	0.0441
Q20	20	128	Threats	34	11	43	33	26	2	34	0.333	0.0375
Q21	84	17	Opportunity	10	13	35	22	18	3	35	0.343	0.0386
Q22	97	4	Opportunity	15	13	33	19	19	3	33	0.324	0.0364
Q23	90	11	Opportunity	11	14	34	22	18	3	34	0.333	0.0375
Q24	91	10	Opportunity	11	12	36	21	18	3	36	0.353	0.0397

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Q25	82	20	Opportunity	12	14	32	23	18	3	32	0.314	0.0353
Sum										Sum	8.892	1.0000

## 1.1 SWOT Analysis:

### 1.11.1 Internal Factors

#### 1.11.1.1 Strength

1. Measures of the effectiveness and implementation of faculty and department policies.
2. Measure of transparency.
3. The extent of cooperation between staff, students, lecturers and administrators.
4. Measure of the success of the civil department management system.
5. Non-discrimination among employees.
6. Measure of the effectiveness of the programs of civil department.
7. Measure of the effectiveness of the monitoring and evaluation system.
8. Attention of faculty officials to the situation of employees.
9. Availability of suitable work environment.
10. Timely attention to the requests of lecturers, staff and students.
11. Availability of facilities for scientific researches.
12. The amount of attention given to the enrichment of the academic curriculum.
13. Availability of faculty and department archives.
14. The effort of faculty officials to increase motivation and morale among employees.
15. The measure of success of faculty and department management.
16. Existence of staff work plans.
17. A measure of support for employee innovation and creativity.
18. Availability of study and research facilities and possibilities.
19. Measures to provide quality services to students.
20. Availability of experienced lecturers.
21. Attention to research and development center.

#### 1.11.1.2 Weaknesses:

1. Measure of the availability of programming for better performance of departmental functions.
2. Extent of use of new and modern technologies and new teaching methods.
3. Publication of textbooks and supplementary textbooks.
4. The extent of faculty attention to teacher capacity building.
5. A measure of attention to the creation of new programs based on market needs.
6. Availability of adequate learning equipment, facilities and infrastructure of the faculty and department.

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7. Degree of academic freedom of the department.
8. The extent of the organization's attention to staff capacity building.

### 1.11.2 External Factors

#### 1.11.2.1 Opportunities

1. The level of culture and literacy of the community.
2. The welfare level of the community.
3. Availability of the youth and professional individuals.
4. Availability of working environment in society for women.
5. Higher education capacity in the country.
6. Education capacity at country level.
7. The coordination of education and higher education systems.
8. The level of interest of female students with the relevant department.
9. The extent of granting academic autonomy to universities.
10. The cost of higher education in the country.
11. The extent of the use of new technologies in society.
12. The extent of acceptance of intellectual and spiritual ownership in society.

#### 1.11.2.2 Threats

1. Economic status of the people.
2. Higher Education Laws and Regulations.
3. Amount of provision of practical work for students in relevant organizations.
4. Existence of opportunities for the advancement and development of higher education.
5. Level of public support for higher education.
6. Government support for higher education.
7. The extent of university-level linkages with educational institutions in other countries.
8. Level of utilization of research and new study resources.
9. The appropriateness of educational program with respect to the existence market.
10. Ratio of graduates to market needs.
11. The political situation of the country.
12. High number of universities and higher education institutions.
13. Healthy competition between public and private higher education universities.

### 1.11.3 Strategic Matrix:

An integrated analysis of SWOT has prepared in the following table.



<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. The level of culture and literacy of the community.</li> <li>2. The welfare level of the community.</li> <li>3. Availability of the youth and professional individuals.</li> <li>4. Availability of working environment in society for women.</li> <li>5. Higher education capacity in the country.</li> <li>6. Education capacity at country level.</li> <li>7. The coordination of education and higher education systems.</li> <li>8. The level of interest of female students with the relevant department.</li> <li>9. The extent of granting academic autonomy to universities.</li> <li>10. The cost of higher education in the country.</li> <li>11. The extent of the use of new technologies in society.</li> <li>12. The extent of acceptance of intellectual and spiritual ownership in society.</li> </ol>	<p><b>SO Strategies</b></p> <ol style="list-style-type: none"> <li>1. Revenue Rising. (S1, S2, S3, S4, S5, S6, S11, S15, S17, S18, S20, S21, W3, O2, O10, O11, O12)</li> <li>2. Bilateral MOUs. (S4, S10, S21, W2, W8, O5, O7, T3, T6, T13)</li> </ol>	<p><b>WO Strategies</b></p> <ol style="list-style-type: none"> <li>1. Hiring of high qualified lecturers. (W1, S18, S20, S21, W2, W5, W6, O1, O3, O4, O5)</li> <li>2. Improving research and development. (S18, S20, S21, W2, W6, O2, O5)</li> </ol>
<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Economic status of the people.</li> <li>2. Higher Education Laws and Regulations.</li> <li>3. Amount of provision of practical work for students in relevant organizations.</li> <li>4. Existence of opportunities for the advancement and development of higher education.</li> <li>5. Level of public support for higher education.</li> <li>6. Government support for higher education.</li> <li>7. The extent of university-level linkages with educational institutions in other countries.</li> <li>8. Level of utilization of research and new study resources.</li> <li>9. The appropriateness of educational program with respect to the existence market.</li> <li>10. Ratio of graduates to market needs.</li> <li>11. The political situation of the country.</li> </ol>	<p><b>ST Strategies</b></p> <ol style="list-style-type: none"> <li>1. Promoting the administrative system. (S5, S7, S8, S9, S10, S11, T5, T7)</li> <li>2. Improving E-learning activities. (S1, S3, S4, T4, T5, T6)</li> </ol>	<p><b>WT Strategies</b></p> <ol style="list-style-type: none"> <li>1. Quality enhancement and accreditation. (W3, W5, W8, W9, T7)</li> <li>2. Promoting coordination and collaboration. (W6, S18, S20, S21, T4, T6, T7)</li> </ol>

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<p>12. High number of universities and higher education institutions.</p> <p>13. Healthy competition between public and private higher education universities.</p>		
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#### 1.11.4 Strategic Theme, vision, mission

##### 1.11.4.1 Strategic themes and commitments:

1. Capacity Building
2. High quality teaching and learning
3. Excellence in Researches and Innovation
4. Quality Assurance and Accreditation
5. Information and Communication Technology
6. Infrastructure

##### 1.11.4.5 Strategic Goals

The main strategic goal of Engineering Faculty is to take vital part for the improvement and promotion of engineering construction practices in the region and country. Implementation of this strategic plan enables us to train such professionals who can find suitable solutions for the future and current engineering concerns and problems. In additions to that, they would be faithful and work for the development and strengthening of national and international known Afghan and Islamic culture. These individuals will contribute in taking us to the vision and mission that faculty has set for it.

To achieve these goals, the strategic plan of faculty can be summarized in the following:

1. Capacity Building
2. High quality teaching and learning
3. Excellence in Researches and Innovation
4. Quality Assurance and Accreditation
5. Information and Communication Technology
6. Infrastructure

##### 1.11.4.6 Process of Strategic planning:

The strategic plan committee perform their affairs under the supervision of dean of the faculty. The main responsibility of the committee is to direct the administrative and academic staff regarding arrangement, implementation and control of all the necessary plans for the academic and administrative processes including Strategic Plan of the faculty. Furthermore, the committee is controlled by one head and have four more members.

The committee members first went through the previous plans and looked for flaws. The committee also looked into the ministry of higher education's guidance. Then it begins work on the strategic plan after thoroughly examining all of the procedures. First and foremost, two

questionnaires, internal and external were created to collect data. These questionnaires were distributed to faculty, administrative personnel, students, alumni, and employers from both public and private organizations. Following data analysis, the committee produced a SWOT and SWOT matrix for the faculty. The findings were then presented in front of the committee's members at a committee meeting. Following the approval of the SWOT analysis, the key goals of the strategic plan were prepared and distributed to all committee members. The committee later developed the strategic plan.

When the strategic planning phase was completed, the budgeting process for the Strategic Plan (1400-1404) began. This plan's budgeting process adheres to the Khurasan University Finance and Operational Manuals. All projections for main goals and key actions were made in accordance with Khurasan University's Operational and Finance Manuals, as well as the criteria and guidelines of the Ministry of Finance (MoF) and the Ministry of Higher Education (MoHE). First, the Finance Department produced the forms for the procurement requirements (both services and products). Second, all forms were obtained from the university's relevant faculties, departments, and sections. These forms were then sent to Khurasan University's Procurement Unit for quotations and prices on the items listed below (as discussed in the budget of strategic plan). The relevant unit has compiled rates for all activities and tasks related to both services and goods. Finally, the KU Finance Department has produced the budget (as presented at the end).

#### ***1.11.4.7 Implementation and Monitoring:***

In order to achieve the objectives of the strategic plan in productive and efficient manner the committee developed annually action and executions plans. The strategic plan committee would then execute and oversee all included operations. It will ensure that all activities are carried out as planned. It has been determined that the committee will send a comprehensive report to the faculty's academic council at the end of each semester. The academic council will look over it and track its progress. Moreover, the strategic plan committee has the immense responsibility to prepare a comprehensive monitoring and evaluation mechanism for the evaluation of strategic goals and activities.

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## Chapter 02

### 2. Capacity Building

#### 2.1 Introduction:

To stay competitive and active in the market; capacity building is considered as the base for gradual and competent development and rise of the Engineering Faculty.

Capacity building is aimed at improving skills for carrying out key functions, solving problems, defining and achieving objectives. Our objectives covered almost all the essential level of the capacity building via, human resources development, organisational development and institutional development.

#### **Objective 1:** Administrative staff capacity building:

In order to improve the individual and organizational skills and capabilities of the administrative staff the faculty organized several programs and trainings. The main focus is how they can perform their task in productive manner.

#### **Key Strategies:**

- 1 Consistent need assessment.
- 2 Arranging office management workshops
- 3 Arranging training program on time management.
- 4 Arranging report writing and technical writing sessions
- 5 Arranging training programs for public dealing.
- 6 Arranging training programs for planning process and decision making.
- 7 Arranging training programs to technical employees at laboratory, library.
- 8 Require supervisors to undergo training in basic supervisory skills and to refresh and update those skills on a regular basis.

#### **Objective 2:** Faculty members Capacity building:

In reality to enhance the academic, teaching, administrative and research oriented skills of the faculty members regular trainings and workshops should be provided. Moreover, newly appointed lecturers have to be inspired continuously for building

their capacity and short-term trainings for the lecturers inside or outside the country to increase their knowledge and working capacity have to be provided.

**Key Strategies:**

1. Conducting regular research training programs for faculty members.
2. Making leadership and management training programs for lecturers.
3. Conducting academic writing training programs for lecturers.
4. Compelling lecturers to take English language courses and to get relevant certificates.
5. Conducting short-term training courses for lecturers in learning the skills of curriculum revising.
6. Conducting training program for lecturers to learn the skills of preparing well teaching materials.
7. Providing university lecturers training programs regarding advanced modern teaching methods i.e. Students Centered Learning (SCL) and Outcome Based Education (OBE).
8. Balancing and optimizing the teacher-student ratio 1/26 at university members.
9. Making logical proportion between enrolment and graduation of the students.

**Objective 3:** Increase enrolments through expanding the opportunities for higher education.

**Key Strategies:**

We will achieve our objective by:

1. Conduct continuing professional development programs to meet the needs of the local industry and the professional community.

**Objective 4:** Meet the needs and expectations of students both pre-enrolment and post-enrolment.



### **Strategies:**

We will achieve our objective by:

1. Provide stimulating environments conducive to learning, and recognize and reward high-performing students.
2. Adopt a holistic approach to education that will produce skilled, self-confident and socially responsible graduates, conscious of their role in contributing to the national development effort and social transformation.

**Objective 5:** Increase campus engagement and satisfaction for students.

### **Strategies:**

We will achieve our objective by:

1. Effective communication to students via social media and university LMS.
2. Develop student involvement and co-curricular opportunities.

**Objective 6:** Supply Well- Equipped and Educated Workforce to society.

### **Strategies:**

We will achieve our objective by:

1. Obligate lecturers to provide monographs, projects, group works, and other individual assignments in consideration to all academic values like research, design, planning and so on.
2. Improve the capabilities of the students to interact productively with others, dependable with our commitment to teamwork and leadership, specifically through development of communication skills, writing, and information and media literacy.

**Objective 7:** Collaboration with national and international universities

MoUs are important in order to build collaborative and supportive relationships with other universities and construction firms and consultancies to share knowledge, experience and ideas.

### **Activities:**

1. Review and revise all the MoUs with partner organization in order to increase cooperation level.
2. Reviewing MoU with. Engineering Faculty of Nangarhar University. (Academic collaboration)
3. Reviewing MoU with. Mechanical Institute, Nangarhar . (Academic collaboration)
4. Reviewing MoU with. BMGS. (Academic collaboration)
5. Reviewing MoU with. Provincial Directorate of Rural Rehabilitation and Development. (Academic collaboration).
6. Establishing MoU with. Engineering Faculty of Laghman University (Academic collaboration)
7. Establishing MoU with. Engineering Faculty of Alfalah University (Academic collaboration)
8. Establishing MoU with. Engineering Faculty of Laghman University (Academic collaboration)

### **2.2 Conclusion:**

The strategies will help us to enhance the capacity and capabilities of the faculty members, administrative staff and students in various ways and aspects of capacity building such as; HRM, institutional development and management and acquiring new knowledge and skills.

## Chapter 03

### 3. High Quality Teaching and Learning

#### 3.1 Introduction

One of the main purposes of this strategic plan is to improve the quality of learning and teaching practices in Engineering Faculty. This could be considered right from the recruitment processes of the faculty members to semester plans will expand to some other activities like review and updating of curriculum in regular manner.

The faculty officials already endorsed TIP; TAP plans for the improvement and evolution of teaching and learning process and the faculty are responsible for the implementation of these plans.

Furthermore, the engineering faculty already endorse new teaching methods (OBE,SCL and E-learning) but Besides, all these strategies we plan further improvement in teaching and learning process with the help of the following strategies.

#### 3.2 Faculty Quality:

To promote excellence in teaching and learning through creative and innovative curriculum design and development, pedagogical strategies, and assessment practices in accordance with the highest quality management principles; it is essential to keep up-to-date of and deal with competition for faculty, to reduce losses of valued faculty through enhanced retention efforts, and to increase the diversity of the faculty as a whole.

The section comprises the following objectives:

**Objective 1:** Increase in number and quality of faculty members in strategically important academic areas.

#### Strategies:

We will achieve our objective by:

1. Preparation of a faculty recruitment strategy of building from the bottom (recruiting new MS and Ph.Ds. and rising stars) over the next five years, recognizing that this may not be appropriate for all units or at all times within a given unit.

2. Give equal employment opportunities for female.

**Objective 2:** Develop and implement policies to retain highly valued faculty.

**Strategies:**

We will achieve our objective by:

1. Usually competitive environment within higher education makes retention of high valued faculty.
2. Enhance efforts to retain highly valued faculty by ensuring that they have strong support for their research, teaching, and public engagement.
3. Make aggressive and extraordinary efforts to retain early-to mid –career faculty who are “rising stars” or highly promising or accomplished for their career stage.

**Objective 3:** Devise and implement new mechanism or policies for rewarding outstanding faculty and for continually assessing faculty performance as scholars and teachers.

**Strategies:**

We will achieve our objective by:

1. Give special recognition to and publicize faculty who receive distinguished academic awards and honors from their peers.
2. Develop performance assessments for all faculties to promote excellence in faculty teaching, research, and public engagement to ensure it is recognized and rewarded.

**Objective 6:** Develop ways to enable faculty to focus their time on being highly productive in their core academic activities.(research, scholarship, and creativity; teaching; public engagement)

**Strategies:**

We will achieve our objective by:

1. The faculty dean and HoD is responsible for the efficient utilization of administrative tasks of the faculty members.

### 3.3 Education Excellence:

#### 3.3.1 Introduction:

From the past 12 years since the establishment of engineering faculty the university deeply invested on the students and faculty members in order to provide best quality education practices for their students; in return, we experienced and gained much more achievements and reputation rather than expectation. Students participate actively in all the curricular and extra-curricular to enhance their educational and communicational skills and experience.

While such existing strengths should be maintained and nurtured, this strategic plan argues that, for the next five years, the faculty should give special attention to attending more education excellence.

#### **Objective 7:** Adjusting current curricula according to new methods

Adjusting the contents of the subjects to new and working curriculum which comply with current and future innovations in profession. By using new methods in these curricula bring changes in teaching activities and methods, and using such teaching and learning activities, behaviors and materials can fulfill current needs.

#### **Activities:**

1. Actions will be taken to study the feasibility of the current curriculum to the expectation of all the stakeholders.
2. Improvement the activities of the curriculum committee.
3. Making teaching materials and Individual Action Plans by the lecturers according to new methods (OBE, SCL).
4. Proper teaching material and methods assessment.
5. Implementation of the new curriculum for civil engineering which is prepared and approved the MoHE. Afghanistan.

### 3.4 Conclusion

The major objective of this chapter is to enhance and improve the teaching and learning practices. Therefore, we will provide a facilitated and working environment to enhance the quality of teaching in line-with educational standards. In result, we will dedicate high quality professional individuals to the society who will take their responsibilities to work for the reconstruction of our sweet homeland.

## Chapter 04

### 4. Excellence in Research and Innovation

#### 4.1 Introduction:

A good educational organization should be the research and innovation house. Aside from that, research and innovation improves the educational quality and distinct our faculty from other similar organizations. From the beginning the Engineering Faculty considered the importance of the research and innovation and working continuously to promote research culture in the department. This segment is regarding these research strategies.

**Objective 1:** Develop teams of academics with commitment and capacity for excellence in research.

#### Strategies:

We will achieve our objective by:

1. The first consideration should be taken right from the recruitment; high quality researchers should be recruited.
2. Fund provision for the young faculty members as research incentives.
3. Establish the concept of group research in academic Department.
4. Provide opportunities for continued training in research methodology to all academics. Like; senior researchers and experts to conduct regular workshops and courses in research methodology, statistics, protocol writing, similar to the staff development courses in teaching.

**Objective 2:** Create and sustain a research culture and ensure that staffs undertake research.

#### Strategies:

We will achieve our objective by:

1. Supportive guide from the research committee to teaching staff and students of the faculty.
2. Develop collaborative research projects with industry.

3. Guide and material provision for faculty members and students who undertake their research using Labs.
4. Integrate research into teaching and learning; include research projects into degree programs with staff collaboration in all faculties.
5. Obligating faculty members to publish at least 2 research papers per annum.

**Objective 3:** Encourage and recognize research of high quality and excellence.

**Strategies:**

We will achieve our objective by:

1. Timely arrangement of meetings by the faculty and research committee to evaluate the progress of on-going researches.
2. Arrangement of workshops and trainings.
3. Reward researchers who perform high quality research with opportunities for further research and career development.

**4.2 Conclusion:**

We can say that research the base for any educational organization in this era of dynamic technology and innovation. Hereby, the team of engineering faculty by the application of the above strategies ensure that our teachers and students will be able to provide best services in term of research and innovation head by head with other departments in the university.



## Chapter 05

### 5. Quality Assurance

#### 5.1 Introduction

Under the strict supervision of the MoHE (Ministry of Higher Education) Khurasan university successfully passed the first two phases of quality assurance program. Presently, all faculties in the University including engineering faculty tries to achieve the third phase of full accreditation of Quality Assurance governing by MoHE. As a result, MoHE nominates KU for the third phase of quality assurance and process of full accreditation.

Being engineering faculty the team is working hard and consistently for the accomplishment of the full accreditation phase. For the achievement of the standards and requirement of the quality assurance process this specific strategic plan (2021-2025) covers all the strategies and activities which will be taken into consideration in future five years.

#### **Objective 1:** Arrangement of Self-Assessment Reports.

In order to enhance the culture of quality assurance in the faculty level first the self-assessment report of every faculty is prepared then a complete self-assessment report for the faculty will be prepared.

#### **Activities:**

1. Preparation of self-assessment action plan.
2. Review of self-assessment action plan.

#### **Objective 2:** Introduction of the Process of Quality Enhancement to the staff of faculty:

The Process of Quality Enhancement shall be introduced to all employees and staff of the faculty, and giving them the awareness and information about the Quality Enhancement Process.

#### **Activities:**

1. Comprehensive introduction of the process quality enhancement to the academic and administrative staff of the faculty.
2. Arrangement of workshops and trainings to the staff.
3. Presenting objectives, values, influences, issues and advantages related to Quality Enhancement to all employees of the faculty.

**Objectives 3:** Implementation of main 11 and sub 49 standards of Quality Enhancement

All the administrative staff and faculty members of the faculty will be participating in the implementation of the main standards and sub main standards provided in framework by the Directorate of Quality Assurance and Accreditation-Ministry of Higher Education (MoHE), Islamic Republic of Afghanistan. All the obstacles regarding its application should be recognized and suitable solutions should be given.

**Activities:**

1. Applying main 11 standards and 49 sub standards through Quality Assurance Committee of the Faculty.
2. Recognition of the 11 main standards and 49 sub main standards and its appropriate application in each relevant task and activity.
3. All the obstacles regarding its application should be recognized and suitable solutions should be given.
4. After the recognition and finding solutions for all the obstacles; all the 49 sub-main standards should be reviewed and enriched.

**Objective 4:** Based of the schedule and plan supervising of the process of quality enhancement:

Based on the schedule and plans supervision of quality enhancement process entire in the faculty should be undertaken.

**Activities:**

1. Based on the schedule and plans all the administrative and teaching tasks in the faculty should be supervised.
2. All the obstacles regarding its application should be recognized and suitable solutions should be given.

3. After the recognition and finding solutions for all the obstacles; all the 49 sub-main standards should be reviewed and enriched.

## **5.2 Conclusion:**

Quality assurance accreditation requires that all the standards and procedures are clear and understandable to all the academic and administrative staff of the faculty. Whenever, there is any missing with application of standards and procedures the corrective measures should be taken to ensure the appropriate implementation of the quality enhancement accreditation process.

## Chapter 06

### 6. Infrastructure, Revenue Rising and Enterprise Development

#### 6.1 Introduction:

A well-equipped and facilitated infrastructure creates productive working environment for teachers, students and administrative staff of any education organization. Thus, it increases the efficiency and productivity. The civil engineering faculty of Khurasan University has a sound infrastructure possessing the necessities of the current modifications and technologies, but still there is some improvement and innovation required in term of infrastructures in order to provide a comprehensively working environment.

**Objective 1:** Maintain and develop adequate infrastructure

#### Key Strategies:

1. Development of plans for building departmental library.
2. Improvement and innovation in Construction Material Library, Physics Lab and Chemistry Lab.
3. Establishment of well-defined procedure for the maintenance of current infrastructures.
4. Optimized use of the current campus space in order to expand the infrastructures.
5. Maintenance of all power generating and ventilation unites.

**Objective 2:** Enterprise Development and Revenue Rising

#### Key strategies:

1. Investment on various revenue generation areas.
2. Under the supervision of Engineering Faculty, building construction company.
3. Introducing some short duration courses such as; Auto Cad, Civil 3D, ETABS, Sap2000, STAD pro, Oracle Primavera, MS-Project and so on.
4. Extra expense must be controlled such as motivation ceremonies must be held once a year.

## 6.2 Conclusion:

Presently the infrastructure facilities of the faculty fulfil the current demand of academic and administrative affairs, though we need some improvements and innovations in Labs.

## Chapter 07

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## 7. Information and Communication Technology

### 7.1 Introduction:

The recent past growth in information and communication technology had its significant impact on the all aspects of society such us: Business, Marketing, Communications, Education and so on. Proudly, Khurasan University timely and effectively incorporate and integrate ICTs as strongly as other universities around the globe.

Our LMS and MIS systems already received hug reputation in the region. Furthermore, with the help of ICT systems the Engineering Faculty provided an efficient and productive environment for the empowerment of academic and administrative affairs in order to enhance the learning experience and capabilities of the students. In order to improve the quality of teaching and learning practices Khurasan University provided free Super Wi-Fi access to the academic and administrative staff of all departments including Engineering Faculty.

The ICTs system is centralized and controlling by the ICT department of the university; details about the current situation and challenges of the ICT systems and their remedies (Strategies) for future 5 years are available in the strategic plan (2021-2025) of the Khurasan University.

## Chapter 08

## 8. Participation in the Development of Society and Sports

The main aim of the engineering faculty is to dedicate high quality of professional engineers to society with innervational skills and learning experience. Our goal is to contribute in the social development through students, education, research and innovation, sports, ceremonies and other social activities.

**Objective 1:** Participation in the development of society.

### Key Strategies:

1. We will address the gap in the construction industry of Afghanistan and will try to fulfil it by deploying academic research projects. Both, in faculty and students' level.
2. Participation in the celebration of national, international and historical events and days.
3. We have the plan to carry joint research with organizations that need assistance in the field of research.
4. Will share the research results to relevant organizations and individuals.

**Objective 2:** Prioritizing social norms and values in provision of services.

### Key Strategies:

1. Management, faculty members and students are committed to the interests of the faculty and society at all in their relevant job environments.
2. Management, faculty members and students will participate in all the programs that are launched in accordance with the development of the national economy.

### Sports and Recreational Activities:

**Objective 3:** Enhance the capacity of sport and recreational activities.

### Key Strategies:

1. Encourage the staff and faculty members to participate in safe and regular physical activities.
2. Increase our sport alumni engagement and support for our sports programs.
3. Participation in all the sport programs arranged by the university.

4. Use sports to improve the mental and physical well-being of all students and faculty.

**Objective 4:** Provision of opportunities to talented athletes.

**Key Strategies:**

1. Recognition of talented athletes and providing them opportunities.
2. Ensure that emerging athletes have access to top-notch facilities, sports science, education, and support services.



## Chapter 9

### 9. Fight Against Administrative Corruption

All the organizations are struggling, either more or less, with the issue of administrative corruption. Although, it varies in kind, depth and scope from one organization to another. Further, the impacts of corruption also differ accordingly. Corruption directly threatens the viability and legitimacy of the organization. Thus, a culture of integrity and corruption prevention is shared responsibilities for all sectors of society; therefore, the engineering faculty will carry the following activities to combat administrative corruption.

**Objective 1:** transparency in recruitment and performance evaluation processes.

#### Key Strategies:

1. Developing a strong hiring procedure that will allow us to select and recommend qualified candidates in a timely and merit-based manner in order to advance excellence, professionalism, and competency at engineering faculty.
2. Ensuring transparency in the evaluation of every employee.
3. Using the rewarding and punishing strategy.

**Objective 2:** Supervision of exams and evaluations of students.

#### Key Strategies:

1. Providing of authority to faculties and examination committee of the faculty.
2. Conducting of exams according to the rules and regulations of the higher education ministry and university.
3. Fairly and transparently performing activities in the cases, where students' exam results are unsatisfactory.
4. Supervising the exams and the documents of students seriously.
5. Ensure that papers are checked and graded in an unbiased and fair way.
6. Archive all examination records in soft and hard form.

## Chapter 10

### 10. Budget

#### 10.1 Introduction:

In order to ensure the proper implementation of the strategic plan and for the achievement of its objectives the following proposed budget is estimated.

**Table4.** Khurasan University, Engineering Faculty Infrastructure development Estimated Budget

Khurasan University, Engineering Faculty Infrastructure development Estimated Budget						
s.no.	Description	Units	Estimated cost	Period		Remarks
				Start	end	
1.	Building Classrooms	5	1500000	2021	2025	
2.	Departmental Library	1	736000	2021	2025	
3.	Construction Material, Physics & Chemistry Lab	3	200000			
	Total		2,436,000			

**Table5.** Budget for Research activities

Budget for Research activities						
S.no	Description	Unit	Estimated cost	Period		Remarks
				Start	End	
1.	Publication of research papers	60	300000	2021	2025	

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3.	Reward for high quality research	5000	60000	2021	2025	
	Total		360,000			

**Table6.** Budget for Enterprise development

<b>Budget for Enterprise development</b>						
S.no.	Description	Unit	Estimated cost	Period		Remarks
1.	Construction company	1	220000	Start	End	
	Total		220,000			

**Table7.** Over all estimated cost

<b>Over all estimated cost</b>			
S.no.	Description	Estimated cost	Remarks
2.	Infrastructure	2,436,000	
3.	Research activities	360,000	
5.	Enterprise Development	220,000	
	Total	3,016,000	

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