

Islamic Republic of Afghanistan

Ministry of Higher Education

Khurasan University

Faculty of Economics



Strategic Plan

(1400-1404)

اقتصاد پوهنځي ستراتيژيک پلان د اقتصاد پوهنځي د پلان او پالیسي کمیټي په

ع ۱۱
گڼه پروتوکول کې ثبت او تائید دی
۱۳۰۱ / ۱۱ / ۲۵

اقتصاد پوهنځي ستراتيژيک پلان د اقتصاد پوهنځي علمي شورا په

ع ۱۳
گڼه پروتوکول کې ثبت او تائید دی
۱۳۰۱ / ۱۱ / ۲۹



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ع ۱۴
گڼه پروتوکول کې ثبت او تائید دی
۱۴۰۱ / ۱۳ / ۹



Dean's Message of Khurasan University Faculty of Economics

Dear Colleagues and Friends:

This Strategic Plan is central to shaping Khurasan University Faculty of Economics priorities and determining our pathways for the future. We have made considerable progress in many areas of significant as a result of the successful implementation of 2021-2025 strategic plan. This quantitative progress highly validates the continuous focus and dedication of Khurasan University Faculty of Economics faculty, administration, staff and students to achieve excellence in fulfilling the academic needs of our community.

The goals of the current strategic plan 2021-2025 not only continues to focus on Khurasan University Faculty of Economics' momentum in certain areas of high significance but also incorporate new goals that will help in achieving further and greater success. The goals of the five-year strategic plan includes: enhancing students' learning and success, faculty training and capacity building, developing infrastructure and technological advancement. These goals strongly resonate with Khurasan University Faculty of Economics vision and reflect the hopes and dreams of Khurasan University Faculty of Economics and those it proudly serves, including our students, faculty, staff, alumni, strategic partners and the community at large. The plan will drive each of us in our daily interactions and collaborative efforts to selflessly serve current and future generations of Highlanders.

Through this strategic plan Khurasan University Faculty of Economics reaffirms its commitment to academic excellence and social relevance as the core values grounding its activities, confirming the belief that in order to achieve a better country for present and future generations, higher education must be placed as the driving force for national development.

Finally I would like to thank all those who participated in the strategic planning process, defining the contents of this plan and implementation of a dynamic future guide. I believe it is an opportunity for all of us to think creatively and energetically about how we can work together to achieve these goals and transform our university and our society.

I look forward to your continued commitment and involvement.

Warm regards

Preface

Khurasan University Faculty of Economics prepares this strategic plan which is the continuation of the previous plans. This plan is directed at improving and promoting the process of Higher Education. By implementing this plan, Khurasan University Faculty of Economics will be able to train and present such individuals to the society in different aspects of life who can find solutions to the current problems and misfortunes, and who 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 the faculty has set for it.

Table of Content

Title	Page
Dean’s Message of Khurasan University Faculty of Economics	1
Preface	2
Table of Content	3
Chapter 1	6
Introduction to the Strategic Plan	6
1.1. Introduction:	6
1.2. Facts and Figures:	7
1.2.1. Academic Staff:	7
1.2.2. Administrative staff	7
1.3. Key Stakeholders	7
1.5.4 Internal-External Matrix Analysis (IE Matrix)	15
1.5. SWOT Analysis:	16
1.5.1. Internal Factors	16
1.5.2. External Factors	17
1.6. Strategic Matrix:	17
1.7. Strategic theme, vision, mission	19
1.7.1. Strategic themes and commitments:	19
1.7.2. Vision	19
1.7.3. Mission	19
1.7.4. Strategic Goals	19
1.9. Process of Strategic planning:	20
Chapter # 2	21
Participation in Social Development	21
2.1. Introduction:	21
2.2. Objective 1: To participate in social development.....	21
2.3. Objective 2:	21
2.4. Objective 3: Increase enrolments through expanding the opportunities for higher education..	22
2.5. Objective 4: Meet the needs and expectations of students both pre-enrolment and post.....	22
2.6. Objective 5: Increase campus engagement and satisfaction for students	23
2.7. Objective 6: Supply Well- Equipped and Educated Workforce to society.	23
2.8. Objective 7: Increase the employability ratio of graduates.....	23

2.9. Objective 8: Promote the health and well-being of students (undergraduate, graduate,.....	24
Sports and Recreational Activities:	24
2.10. Objective 9:.....	24
2.11. Objective 10: Increase community participation in sport and physical recreation.	25
2.12. Objective 11: Give opportunities for talented athletes.....	25
Chapter # 3	26
Capacity Enchantment of Faculty	26
3.1. Introduction:	26
3.2. Objective 1: Increasing the capacity of faculty member.	26
3.3. Objective 2: Increase the size and quality of faculty in strategically important academic	27
3.4. Objective 3:.....	27
3.5. Objective 4:.....	27
3.6. Objective 5:.....	28
Chapter 4	29
Academic Excellence	29
4.1. Introduction:	29
4.2. Objective 1: Strengthen institutional structures that promote pedagogical.....	29
4.3. Objective 2:.....	29
4.4. Objective 3:.....	30
Conclusion	30
Chapter # 5	31
Research and Development	31
5.1. Introduction:.....	31
5.2. Objective 1	31
5.3. Objective 2:.....	31
5.4. Objective 3:.....	32
5.5. Objective 4:.....	32
Conclusion:	33
Chapter # 6	34
Quality Assurance and Accreditation	34
6.1. Introduction	34
6.2. Objective 1: Preparation of Self-Assessment Reports	34
6.3. Objective 2:.....	34
6.4. Objectives 3:	35

6.5. Objective 4	35
6.6. Objective 5:	36
6.7. Objective 6:	36
Conclusion	37
Chapter # 7	38
Information and Communication Technology (ICT)	38
Introduction:	38
7.1. Objective 1: Setup a training program that will build the capacity of staff within	38
7.2. Objective 2: Provide technology systems and services to enhance student learning	38
7.3. Objective 3: Provide access to online academic journals and other academic resources.	39
7.4. Objective 4: The proper use of information and communication technologies.	39
7.2. Conclusion	40
Chapter # 8	41
Faculty 's Infrastructure	41
Introduction:	41
8.1. Objective 1: Maintain and develop adequate infrastructure.	41
Chapter # 9	42
Rising Revenue for faculty	42
9.1. Objective 1: Investment on various revenue generations areas	42
9.2. Objective 2: Increasing in student fee gradually.....	42
9.3. Objective 3: Sponsorship of major events and relations with corporate sector.	42
Chapter # 10	44
Countering Administrative Corruption.....	44
10.1. Introduction.....	44
10.2. Objective 1: Founding Economic Faculty Anti-Corruption Committee and Awareness	44
10.3. Objective 2: Exams and Evaluations of Students are Fairly Supervised.....	44
10.4. Conclusion	45
Chapter # 11	46
Budget	46
Department strategic plan budget	46
Faculty's Infrastructure and Rising revenue	47
Budget for Research activities	47
Over all estimated cost.....	48

Chapter 1

Introduction to the Strategic Plan

1.1. Introduction:

Khurasan University (KU) Economics faculty are registered with the Ministry of Higher Education Afghanistan. The faculty have students belong to the different provinces of the country come and make their dream come true. These students come to expand their knowledge, skills and future opportunities. Economics faculty of Khurasan University established with a goal to help create an independent, stress free and relaxed environment where everyone can be benefited by high quality Educational services. As a Faculty of the university it is an innovative and creative faculty where many PhD and master lecturers serve their energy and blood in order to provide best and internationally accepted curriculum from which all the students can be equally benefited in order to start their own businesses or get jobs in both governmental and private sector of the country. By providing these all we assist different and many employers employ the best and talented graduates of the university. Our overarching goal of faculty of economics to build not only as a seat of teaching excellence but also to turn it to a powerhouse of knowledge creation and research development for which we have a Research and Development Department and Committee. With our linkages to a vast global network through MIC and the establishment of research centres will help create condition for achieving academic growth and contribute to the economic regeneration and rebuilding of Afghanistan.

In 2020, The Ministry of Higher Education in Afghanistan rated Khurasan University 1st in terms of quality assurance and accreditation. We are overjoyed to have done extremely well in the second phase of quality assurance and accreditation process, earning 84.73 scores, the highest among Afghan universities. The Ministry of Higher Education of Afghanistan's Quality Assurance and Accreditation System evaluates universities based on more than 150 metrics such as teaching and learning, the university environment, administrative facilities, science and research, prestige, career development, the relevance of the curriculum to the employment market, international affairs, and so on. Indeed, ranking first is a truly

outstanding result for our academic efforts, reflecting our devotion, commitment, and effort to providing excellent education for a better future.

1.2. Facts and Figures:

1.2.1. Academic Staff:

Khurasan University (KU) faculty of economics consist of one Department i.e. management science department. The management science offers one Bachelor program that is Bachelor in Business Administration (BBA) and Master in Business Administration (MBA). The faculty of economics hire the best and talented faculty members from whom some are Ph.D. scholars and many are master degrees holders in Management, Leadership, Marketing, Finance, Accounting, Islamic Studies whose undivided attention, full support and tireless efforts makes all our goals achieved.

The efforts of our talented academic staff, which come from our own country and some are from neighbouring country are the foundation of our success and credibility. The faculty of economics is well-known throughout in the region for high Quality of its teaching and research and the first department of the university and has existed since the establishment of the university.

The economics faculty of Khurasan University meet a wide range of needs, including beginner academics, experienced academics looking to enhance their effectiveness, and highly competent academics seeking advanced and creative teaching methodologies and knowledge.

1.2.2. Administrative staff

Dean of the faculty is leading the economics faculty; under the command of Dean Management science department is working. This department offer two programs one is bachelor (BBA) and one is master (MBA). Department lead by a head and master program lead by coordinator. Moreover, both degree programs having their own computer operators and supporting staff.

1.3. Key Stakeholders

1. Ministry of Higher Education
2. Ministry of Finance
3. Ministry of Labors and Social Affairs
4. Students
5. Alumni

6. Parents
7. Donors
8. Employees
9. Industry
10. Security personnel
11. Regional administrations
12. Private sectors
13. Independent Commission of Human Rights
14. Gender's oriented organizations
15. Ministry of Rural Rehabilitation and development
16. Ministry of Land and Urban Development
17. National Development corporation
18. Ministry of Information and Technology
19. Ministry of Information and culture
20. National Environmental protection Agency
21. National and International collaborating partners

1.4 Questionnaire Analysis

1.4.1 Quantitative Strategic Planning Matrix (QSPM)

The QSPM is designed to determine the relative attractiveness of feasible alternative strategies by examining underlying key external and internal factors that characterize or impact the Faculty of economics. The following Table provides a generic QSPM in order to simply illustrate the preferences of the strategies. As shown in Table, a QSPM consists of feasible alternative strategies typically derived from a SWOT analysis. The strategies are arrayed across the top row, with key external and internal factors arrayed down the left column. Any number of strategies can be examined simultaneously in a QSPM.

Conceptually, a QSPM determines the relative attractiveness of various strategies based on the extent to which the alternative strategies will enable the Faculty of economics to capitalize upon strengths and opportunities, improve upon weaknesses, and avoid or mitigate external threats. The relative attractiveness of each strategy is computed by determining the cumulative extent that the respective strategy takes advantage of the key external and internal factors.

استراتژی دوم استراتژی اول

استراتژی دوم						
امتیاز موزون	رتبه داده شده	امتیاز موزون	رتبه داده شده	وزن	فرصت‌ها	امتیاز موزون
0.2206	4	0.0551	1	0.0551	د تولنی د فرهنگ او سواد کچه	1.
0.2169	4	0.2169	4	0.0542	د تولنی د رفاه کچه	2.
0.1875	4	0.0000	0	0.0469	مالیاتی اسانتیای	3.
0.2279	4	0.0570	1	0.0570	د خوانی، مستعدی او متخصصی بشری قوی د موجودیت اندازه	4.
0.2279	4	0.0570	1	0.0570	د لوړو زده کړو رشد او انکشاف لپاره د بازار موجودیت	5.
0.2206	4	0.0551	1	0.0551	د تولنی لخوا د لوړو زده کړو د منلو اندازه په ځانگړی توگه د بنځو	6.
0.2243	4	0.0561	1	0.0561	د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادی اندازه	7.
0.1581	4	0.0395	1	0.0395	مورد هدف بازار سره د تحصیلی رشتو د تناسب اندازه	8.
0.2243	4	0.0561	1	0.0561	د بازار اړتیا و سره د فارغ التحصیلانو تناسب	9.
0.1360	4	0.0340	1	0.0340	د هیواد په کچه د لوړو زده کړو ظرفیت	10.
0.1287	4	0.0322	1	0.0322	د هیواد په کچه د معارف ظرفیت	11.
0.1287	4	0.0322	1	0.0322	د معارف او لوړو زده کړو آموزشی نظام تناسب	12.
0.1397	4	0.0349	1	0.0349	په ټولنه کبسی د نورو هیوادو د لوړو زده کړو نظامونو د منلو اندازه	13.
0.1176	4	0.0294	1	0.0294	پوهنتونونو ته د اکادمیک استقلالیت د ورکولو اندازه	14.
0.1140	4	0.0285	1	0.0285	په هیواد کبسی د لوړو زده کړو لگښتونو اندازه	15.
0.1287	4	0.0322	1	0.0322	په ټولنه کبسی د نوو تکنالوژیو د منلو اندازه	16.
0.1397	4	0.0349	1	0.0349	په ټولنه کبسی د فکری او معنوی مالکیت د منلو اندازه	17.
استراتژی اول						
امتیاز موزون	رتبه داده شده	امتیاز موزون	رتبه داده شده	وزن	تهدیدها	امتیاز موزون
0.150	4	0.113	3	0.0375	د خلکو اقتصادی وضعیت	1.
0.138	4	0.104	3	0.0345	د لوړو زده کړو قوانین او مقررات	2.
0.338	4	0.254	3	0.0845	د لوړو زده کړو څخه د خلکو د حمایت اندازه	3.
0.136	4	0.102	3	0.0340	د لوړو زده کړو څخه د حکومت د حمایت اندازه	4.
0.018	4	0.014	3	0.0045	نورو هیوادو سره د لوړو زده کړو وزارت د اړیکو اندازه	5.
0.128	4	0.096	3	0.0320	د هیواد سیاسی وضعیت	6.
0.136	4	0.102	3	0.0340	د پوهنتونونو او لوړو زده کړو موسساتو د شمیر زیاتوالی	7.
0.008	4	0.006	3	0.0020	خصوصی سره د دولتی لوړو زده کړو د سالم رقابت وضعیت	8.

استراتژی دوم						
استراتژی اول						
امتیاز موزون	رتبه داده شده	امتیاز موزون	رتبه داده شده	وزن	قوت‌ها	
0.07	2	0.10	3	0.03	د پوهنتون د پالیسیو د مؤثریت او تطبیق اندازه	1.
0.08	2	0.12	3	0.04	د چارو د رویتیا اندازه	2.
0.08	2	0.12	3	0.04	د کارمندانو، محصلانو، استادانو او مسولانو ترمنځ د همکارۍ اندازه	3.
0.08	2	0.11	3	0.04	د پوهنتون مدیریتی سیستم د بریالیتوب اندازه	4.
0.08	2	0.12	3	0.04	د کارکوونکو ترمنځ تبعیض	5.
0.08	2	0.11	3	0.04	د پوهنتون د برنامو د مؤثریت اندازه	6.
0.08	2	0.11	3	0.04	د نظارت او ارزیابی سیستم د اغیز منسوب اندازه	7.
0.08	2	0.11	3	0.04	د کارکوونکو وضعیت ته د پوهنتون د مسؤلینو پاملرنه	8.
0.08	2	0.11	3	0.04	د کار مناسبه فضا	9.
0.08	2	0.11	3	0.04	د استادانو، کارمندانو او محصلانو غوښتنو ته د پاملرنې اندازه	10.
0.08	2	0.11	3	0.04	د فصلنامې یا علمی مجلاتو موجودیت	11.
0.07	2	0.11	3	0.04	د پوهنتون د مختلفو رشتو تحصیلی نصاب نوی کولو ته د پاملرنې اندازه	12.
0.07	2	0.11	3	0.04	د پوهنتون د ارشیف موجودیت	13.
0.07	2	0.10	3	0.03	د درسی او ممد درسی کتابونو د چاپ اندازه	14.
0.07	2	0.10	3	0.03	په کارمندانو کښې د انگیزی او روحیې د زیاتوالی پمظور د پوهنتون د مسؤلینو د تلاش اندازه	15.
0.07	2	0.10	3	0.03	د پوهنتون د لوړ پوری مدیریت د بریالیتوب اندازه	16.
0.07	2	0.10	3	0.03	د کارکوونکو د دندو د شرحی موجودیت	17.
0.07	2	0.10	3	0.03	د کارمندانو د نو اوریو او خلاقیت څخه د حمایت اندازه	18.
0.07	2	0.10	3	0.03	د مطالعاتی او تحقیقی تجهیزاتو او امکاناتو موجودیت	19.
0.07	2	0.10	3	0.03	محصلانو ته د باکیفیته خدمتونو اندازه	20.
0.07	2	0.11	3	0.04	د مجربو استادانو موجودیت	21.

امتیاز موزون	رتبه داده شده	امتیاز موزون	رتبه داده شده	وزن	ضعف‌ها	
0.08	2	0.08	2	0.04	د برنامه ریزی موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه	1.
0.10	3	0.10	3	0.03	د مادرنو تکنالوژیو او د تدریس د نوو روشونو څخه د استفادی اندازه	2.
0.10	3	0.10	3	0.03	د استادانو ظرفیت لوړاوی ته د مسؤلینو د پاملرنې اندازه	3.
0.07	2	0.10	3	0.03	د بازار د اړتیاو پر اساس د نوو رشتو ایجاد ته د پاملرنې اندازه	4.
0.07	2	0.07	2	0.03	د پوهنتون د مناسبو آموزشی تجهیزاتو، امکاناتو او زیر بناو موجودیت	5.
0.00	0	0.00	0	0.03	د پوهنتون د اکادمیک استقلالیت اندازه	6.

7.	د کارمندانو ظرفیت لور اووی ته د مسؤلینو د پاملرنی اندازه	0.03	0	0.00	0	0.00
8.						
9.						
10.						
	مجموعه			4.37		5.93

The above Table represents the two alternative strategies are being considered by the faculty of economics. We have identified two strategies via SWOT analysis. The first strategy is the academic strategy, while the second strategy is the general strategy that would be investigated that which strategy is an outstanding strategy in order to be implemented. The second strategy that we come across is the general strategy. As earlier mentioned, the QSPM is structured with the help of identified threats, opportunities, weaknesses, and strengths.

Overall, the results of the QSPM for the Faculty of economics reveal that the Faculty of economics should adopt the second strategy and priority should be given to the second strategy. Specifically, the summed total attractiveness score is 4.37 for Strategy 1. The score of the second strategy is 5.93 that is higher than the score of 4.37 for Strategy 1. The results of the QSMP reveal that Strategy 2 is more attractive than Strategy 1. That is, when considering the internal and external factors associated with the Faculty of economics, the general strategies are more attractive as compare to the academic strategies. Therefore, the strategy 02 would be prioritized as compare to the strategy 01.

1.4.2 External Factor Evaluation Matrix (EFE)

The IFE-EFE matrix allows strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological and competitive information. External Factor Evaluation Matrices is developed with the help of following steps that are in line with the regulation of higher education Make a list of key external factors as mentioned in the external audit process. Include 10 to 20 factors, including opportunities and threats, affecting the Faculty of economics. List first the opportunities, then the threat.

We have rated each of these factors weights ranging from 0.0 (not important) to 1.0 (very important). These weights indicate the relative significance of a factor to the success of the Faculty of economics. Opportunities often get higher weights than threats, but threats could

be given high weight especially if they were very severe or threatening. The appropriate weights could be determined by comparing successful competitors to those who were unsuccessful or through discussions to reach group consensus. The total amount of weight assigned to that factor must be equal to 1.0.

We have rated or ranked 1 to 4 on each of the major external factors to show how effective the Faculty of economics' current strategy was in response to the factor. Ranking 1 and 2 is being utilized for the threats, while the 3 and 4 is utilized for the purpose of opportunities. Multiply the weight of each factor by its rank to determine the weight score. Add the average score for each variable to determine the total weight score for the organization. The weighted score for the external factor evaluation matrix is 2.77 that help us in order to determine the IEF matrix.

ماتریکس تحلیل عوامل خارجی (EFE) External Factor Evaluation Matrix				
<u>امتیاز</u>				
<u>موزون</u>				
<u>رتبه</u>				
<u>وزن</u>				
<u>فرصت‌ها Opportunities</u>				
<u>Weight</u>				
<u>Rating</u>				
<u>Weighted</u>				
<u>Score</u>				
1.	د تولنی د فرهنگ او سواد کچه	0.05515	4	0.22
2.	د تولنی د رفاه کچه	0.05423	4	0.22
1.	مالیاتی اسانتیاوی	0.04688	4	0.19
2.	د خوانی، مستعدی او متخصصی بشری قوی د موجودیت اندازه	0.05699	4	0.23
1.	د لوړو زده کړو رشد او انکشاف لپاره د بازار موجودیت	0.05699	3	0.17
2.	د تولنی لخوا د لوړو زده کړو د منلو اندازه په ځانگړی توگه د بنځو	0.05515	3	0.17
1.	د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادی اندازه	0.05607	3	0.17
2.	مورد هدف بازار سره د تحصیلی رشتو د تناسب اندازه	0.03952	3	0.12
1.	د بازار ارتیا و سره د فارغ التحصیلانو تناسب	0.05607	3	0.17
2.	د هیواد په کچه د لوړو زده کړو ظرفیت	0.03401	3	0.10
1.	د هیواد په کچه د معارف ظرفیت	0.03217	3	0.10
2.	د معارف او لوړو زده کړو آموزشی نظام تناسب	0.03217	3	0.10
1.	په تولنه کښی د نورو هیوادو د لوړو زده کړو نظامونو د منلو اندازه	0.03493	4	0.14
2.	پوهنتونونو ته د اکادمیک استقلالیت د ورکولو اندازه	0.02941	4	0.12
1.	په هیواد کښی د لوړو زده کړو لگښتونو اندازه	0.02849	4	0.11
2.	په تولنه کښی د نوو تکنالوژیو د منلو اندازه	0.03217	3	0.10
1.	په تولنه کښی د فکری او معنوی مالکیت د منلو اندازه	0.03493	3	0.10
<u>تهدیدها Threats</u>				
<u>Weight</u>				
<u>Rating</u>				
<u>Weighted</u>				
<u>Score</u>				

				<u>Weighted</u>	
				<u>Score</u>	
1.		د خلکو اقتصادي وضعیت	0.03750	1	0.04
2.		د لوړو زده کړو قوانین او مقررات	0.03450	1	0.03
3.		د لوړو زده کړو څخه د خلکو د حمایت ان دازه	0.08450	1	0.08
		د لوړو زده کړو څخه د حکومت د حمایت اندازه	0.03400	1	0.03
		نورو هیوادو سره د لوړو زده کړو وزارت د اړیکو اندازه	0.00450	1	0.00
		د هیواد سیاسي وضعیت	0.03200	1	0.03
		د پوهنتونونو او لوړو زده کړو موسساتو د شمیر زیاتوالی	0.03400	1	0.03
		خصوصی سره د دولتي لوړو زده کړو د سالم رقابت وضعیت	0.00200	1	0.00
10.	0		0.00000	0	0.00
TOTALS مجموعه			1.00		2.77

1.4.3 External Factor Evaluation Matrix (EFE)

Data analysis techniques have been used for the Internal Factor Evaluation matrix (IFE matrix), which was a strategy formulation tool that summarizes and evaluates key strengths and weaknesses in the business functional areas, as well as a foundation for identifying and evaluating relationships between the areas. The main internal factors as mentioned in the internal audit process contains 10 to 20 factors, including organizational strengths and weaknesses. In the list the strong factors are first followed by the weak factors. We give each of those factors weights ranging from 0.0 (not important) to 1.0 (very important) as per the regulation of Higher Education of Afghanistan.

This weight indicates the relative significance of a factor to the success of the Faculty of economics performance. Regardless of whether the main factor was an internal strength or weakness, the factors that were considered to have a major influence on organizational performance should be given the highest weight. The sum of all weights must be equal to 1.0. We rate 1 to 4 on each factor to indicate whether the factor was very weak (rank = 1), weak (rank = 2), strong (rank = 3) or very strong (rank = 4). Note that the strength should rank 3 or 4 and the weakness should rank 1 or 2. We multiply the weight of each factor by its rank to determine the weight score for each variable. By increasing the weight score of each variable we can obtain the total weight score of the Faculty of economics. The total weighted score for the internal factor evaluation is 2.45 that help us in order to determine the position of IEF matrix, which be discussed in proceeding discussion.

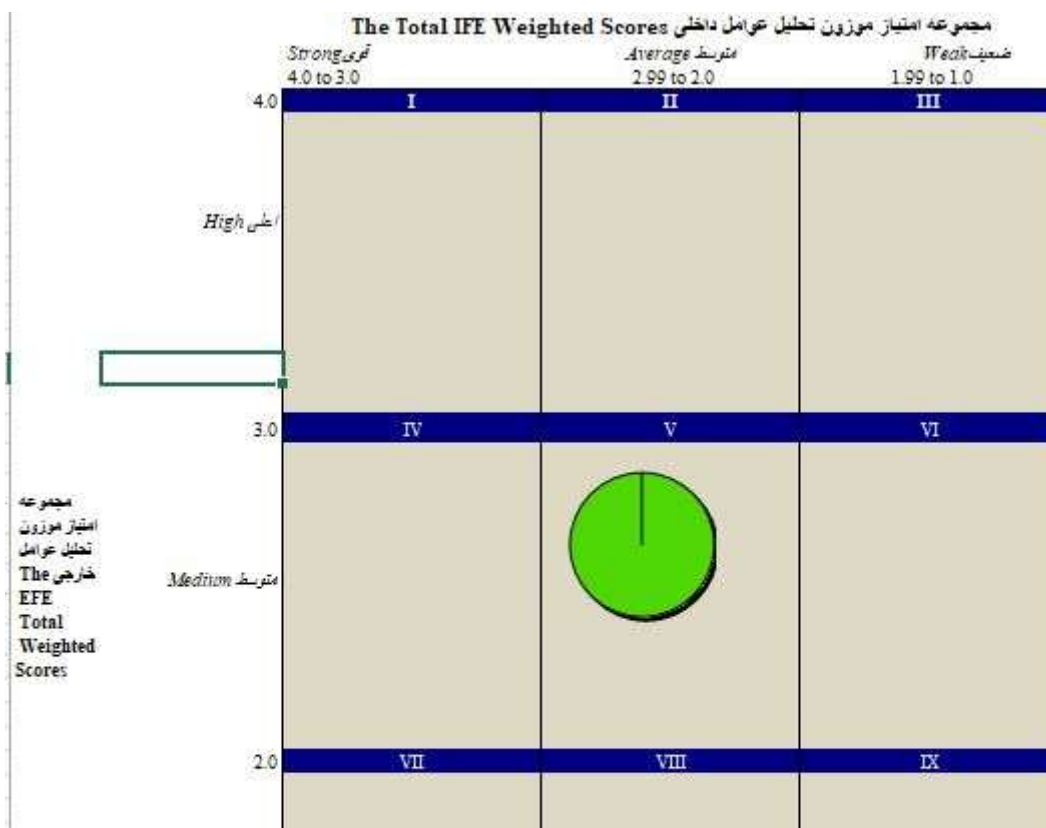
ماتریکس تحلیل عوامل داخلی (IFE) Internal Factor Evaluation Matrix

				<u>وزن</u>	<u>رتبه</u>	<u>موزون</u>
قوت ها Strengths				<u>Weight</u>	<u>Rating</u>	<u>Weighted Score</u>
1.	د پوهنتون د پالیسیو د مؤثریت او تطبیق اندازه	0.0345	3	0.10		
2.	د چارو د رویتیا اندازه	0.0385	3	0.12		
3.	د کارمندانو، محصلانو، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه	0.0385	3	0.12		
4.	د پوهنتون مدیریتی سیستم د بریالیتوب اندازه	0.0380	3	0.11		
5.	د کارکوونکو تر منځ تبعیض	0.0385	3	0.12		
6.	د پوهنتون د برنامو د مؤثریت اندازه	0.0380	3	0.11		
7.	د نظارت او ارزیابی سیستم د اغیز منتوب اندازه	0.0380	3	0.11		
8.	د کارکوونکو وضعیت ته د پوهنتون د مسؤلینو پاملرنه	0.0375	3	0.11		
9.	د کار مناسبه فضا	0.0380	3	0.11		
10.	د استادانو، کارمندانو او محصلانو غوښتنو ته د پاملرنی اندازه	0.0375	3	0.11		
11.	د فصلنامی یا علمی مجلاتو موجودیت	0.0380	3	0.11		
12.	د پوهنتون د مختلفو رشتو تحصیلی نصاب نوی کولو ته د پاملرنی اندازه	0.0350	3	0.11		
13.	د پوهنتون د ارشیف موجودیت	0.0350	3	0.11		
14.	د درسی او ممد درسی کتابونو د چاپ اندازه	0.0345	3	0.10		
15.	په کارمندانو کښی د انگیزی او روحی د زیاتوالی پمظور د پوهنتون د مسؤلینو د تلاش اندازه	0.0345	3	0.10		
16.	د پوهنتون د لور پوری مدیریت د بریالیتوب اندازه	0.0345	3	0.10		
17.	د کارکوونکو د دندو د شرحی موجودیت	0.0345	3	0.10		
18.	د کارمندانو د نو اوریو او خلاقیت څخه د حمایت اندازه	0.0340	3	0.10		
19.	د مطالعاتی او تحقیقی تجهیزاتو او امکاناتو موجودیت	0.0340	3	0.10		
20.	محصلانو ته د باکیفیته خدمتونو اندازه	0.0335	3	0.10		
21.	د مجربو استادانو موجودیت	0.0351	3	0.11		
ضعف ها Weaknesses				<u>وزن</u>	<u>رتبه</u>	<u>موزون</u>
				<u>Weight</u>	<u>Rating</u>	<u>Weighted Score</u>
1.	د برنامه ریزی موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه	0.038	1	0.04		
2.	د مادرنو تکنالوژیو او د تدریس د نوو روشونو څخه د استفادی اندازه	0.035	1	0.03		
3.	د استادانو ظرفیت لوروی ته د مسؤلینو د پاملرنی اندازه	0.035	1	0.03		
4.	د پوهنتون د اکادمیک استقلالیت اندازه	0.034	1	0.03		
5.	د کارمندانو ظرفیت لوروی ته د مسؤلینو د پاملرنی اندازه	0.035	1	0.03		
TOTALS مجموعه				1.00		2.45

1.5.4 Internal-External Matrix Analysis (IE Matrix)

Internal-External Matrix (IE Matrix) positioned the various divisions of the faculty of economics in nine cell views. The IE matrix was based on two key dimensions: the total IFE weight score on the X axis and the EFE weighted score on the Y axis. Each division within Faculty of economics must create an IFE matrix and an EFE matrix associated with the Faculty of economics. The total weight score obtained from these divisions allows the composition of the IE matrix at the Faculty of economics level. On the X axis of the IE matrix, a total IFE weight score of 1.0 to 1.99 indicates a weak internal position; a score of 2.0 to 2.99 was considered moderate; a score of 3.0 to 4.0 was strong. Similarly to Y axis, the EFE total weight score of 1.0 to 1.99 was considered low; a score of 2.0 to 2.99 was considered moderate; a score of 3.0 to 4.0 was high. This is decided based on the regulation of MOHE of Afghanistan.

IE matrix could be divided into three major sections that have different strategy implications. First, the provisions for divisions included in cells II, III and IV could be described as growing and building that result in intensive strategy. Second, divisions entered in cells, I, V and IX could be handled properly through strategies for the survival. Third, the general provisions for divisions entered in cells VI, VIII, and VII are the defensive condition. The Faculty of economics of Khurasan is stood at the position V, this implies that the current position of the faculty of economics is at the survival level. The faculty of economics should adopt those strategies that are for the survival of the faculty of economics.



1.5. SWOT Analysis:

1.5.1. Internal Factors

1.5.1.1. Strengths:

1. The faculty leadership always motivates their staff financially and morally.
 2. Effective top management.
 3. Everyone has carried their duties and responsibilities according to TORs.
 4. Creative and innovative staffs.
 5. The faculty has sufficient infrastructure and fund for research and development.
 6. Providing quality services to students.
 7. Having energetic, creative and committed young academic faculty and their active participation in all affairs of the faculty.
 8. No Discrimination among the employees.
1. All programs are effectively carried out.
 2. All the activities are closely monitor and fairly evaluated.
 3. The faculty has given effective attention towards their employees' satisfaction.
 4. Appropriate working environment.
 5. Attention towards the needs of employees and students.
 6. Having an academic Journal.
 7. Existence of department's archive.

1.5.1.2. Weaknesses:

1. Pay less intention for the establishment of new department and faculty according to the need of the society.
2. Limited resources for physical activities like playgrounds and gymnasium and Limited space for car parking.
3. Insufficient academic freedom.
4. Extent less utilization of modern technologies and modern teaching methods.
5. Pay less intention to the capacity building of staff.

1.5.2. External Factors

1.5.2.1. Opportunities

1. More opportunities for modern higher education than any other time.
2. Use of technology, research and development to enhance learning.
3. Availability of some degree programs according to the need of the society.
4. University produced graduates according to the need of the society.
5. Increase in the number of high school graduates
6. Acceptance level of foreign education system in the country.
7. Provision of academic freedom toward university.
8. Increases the acceptance level of modern technologies.
9. Society has high level to accept intellectual property.

1.5.2.2. Threats

1. The extent of public support for higher education.
2. The scope of MOHE relation with other countries.
3. The political conditions of the country.
4. Rising unfair competition due increased number of universities and higher education institutes.
5. Rules and regulations of MOHE.

1.6. Strategic Matrix:

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

<p style="text-align: center;">Internal Factors</p> <p>External Factors</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. The faculty leadership always motivates their staff financially and morally. 2. Effective top management. 3. Everyone has carried their duties and responsibilities according to TORs. 4. Creative and innovative staffs. 5. The faculty has sufficient infrastructure and fund for research and development. 6. Providing quality services to students. 7. Having energetic, creative and committed young academic faculty and their active participation in all affairs of the faculty. 8. No Discrimination among the employees. 9. All programs are effectively carried out. 10. All the activities are closely monitor and fairly evaluated. 11. The faculty has given effective attention towards their employees' satisfaction. 12. Appropriate working environment. 13. Attention towards the needs of employees and students. 14. Having an academic Journal. 15. Existence of department's archive. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Pay less intention for the establishment of new department and faculty according to the need f the society. 2. Limited resources for physical activities like playgrounds and gymnasium and Limited space for car parking. 3. Insufficient academic freedom. 4. Extent less utilization of modern technologies and modern teaching methods. 5. Pay less intention to the capacity building of staff.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. More opportunities for modern higher education than any other time. 2. Use of technology, research and development to enhance learning. 3. Availability of some degree programs according to the need of the society. 4. University produced graduates according to the need of the society. 5. Increase in the number of high school graduates 6. Acceptance level of foreign education system in the country. 7. Provision of academic freedom toward university. 8. Increases the acceptance level of modern technologies. 9. Society has high level to accept intellectual property. 	<p>SO Strategies</p> <ol style="list-style-type: none"> 2. Excellence in teaching and learning (S3,S6,S7,S11,S12,S13,S14,S15,S17,S19,S20,O1,O3,O4,O5, O6,O9,O10,O11) 3. Enhancement the infrastructure of ICT (S4,S15,S17,O4,O5) 	<p>WO Strategies</p> <ol style="list-style-type: none"> 1. Increase the number of research publication. (W1,O3,O4,O5,O7,O9, O10) 2. Increase resources for physical activities.(Infrastructure) (W2,W4, W5,O1,O4, O8)
<p>Threats</p> <ol style="list-style-type: none"> 1. The extent of public support for higher education. 2. The scope of MOHE relation with other countries. 3. The political conditions of the country. 4. Rising unfair competition due increased number of universities and higher education institutes. 	<p>ST Strategies</p> <ol style="list-style-type: none"> 1. Negative effects on the quality assurance and academic programs. (S1,S2, S3, S6,S7, S14, S15,S16,S19,S20, T1, T2, T4, T6) 	<p>WT Strategies</p> <ol style="list-style-type: none"> 1. Adverse effect on the development of academic and administrative aspects of the university. (W3, W5, W8, W9, T7, T9) 2. Inadequate number of research papers. (W6, T4,T6, T7)

1.7. Strategic theme, vision, mission

1.7.1. Strategic themes and commitments:

1. Capacity Development of students
2. Capacity Enchantment of Faculty
3. Academic Excellence
4. Researches and Development
4. Quality Assurance and Accreditation
5. Faculty's Infrastructure

1.7.2. Vision

Faculty of Economics aspires to be a prominent faculty in economics field via higher education and research.

1.7.3. Mission

Faculty of economics at the bachelor's and master's levels, according to all national and international standards, with national and international experienced professors, modern technology, scientific research, and teaching techniques, encourages and participate their share in the country's economic development.

1.7.4. Strategic Goals

The goals of the strategic plan of Economics Faculty are to improve and promote the process of Higher Education related to faculty. By implementing this plan, the Economics faculty will be able to train and present such individuals to the society in different aspects of life who can find solutions to the current problems and misfortunes, and who 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 have already set for achieving or reaching.

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

1. Conduct relevant research to address economic issues in a timely manner.
2. Facilitate learning using modern technology.
3. Contributing to the solution of existing problems of the society in economic matters.
4. Training of academic cadres, students and enhancing academic capacity for economic development.
5. Fulfill with international scientific standards

1.9. Process of Strategic planning:

The Strategic Plan Committee of Economics faculty was organized under the supervision of the Academic council. Members of the strategic plan committee included the Head of committee, the dean of Faculty of Economics, the Head of Quality Assurance of Faculty, and three lectures of Department of management science. 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 began 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 university. 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 Strategic Plan (1400-1404) began. The above full strategic plan of the faculty was finally created and accepted.

Chapter # 2

Participation in Social Development

2.1. Introduction:

The economic faculty of Khurasan University, like other national and international universities, has the finest vision to provide professional and skilled graduates to society in order to generate prospects for societal development. We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the state of Afghanistan. Moreover, KU contributes to societal development through students, education, research, others social activities and sports.

2.2. Objective 1: To participate in social development.

Key Strategies:

1. The economic faculty will actively participate in the reduction of violence in the Afghan society and the strengthening of the spirit of support and cooperation through awareness seminars.
2. The economic faculty will actively participate in the celebration of national and historical days and occasions.
3. Economic faculty will participate in all social and humanitarian campaigns along with other institutions including blood donation if necessary.
4. According to the conditions, the economic faculty can establish associations to collect aid for people affected by natural calamities.
5. The academic staffs of the economic faculty give priority and trend in their scientific research and research to those areas whose results are used for economic development.
6. Carried joint research with organizations that need assistance in the field of research.
7. Share the results of the research to the relevant organizations.
8. Every year the university's lunch plantation campaign.

2.3. Objective 2: The provision of services in accordance with societal norms and values.

Key Strategies:

1. Leadership, teachers, staff personnel's and students committed to the interests of the university and society in their field of work and will perform their duties with full honesty and integrity.
2. Leadership, teachers, staff, service personnel and students participate in all the programs and programs that are launched in accordance with the development of the national economy.
3. Leaders, teachers, employees and service personnel considered the national interests in their work environment and will not take any kind of ethnic, local, racial, linguistic, religious, sexual, and other considerations that threaten our national unity.
4. Considering its possibilities and the needs of the national economy, the university is trying to train and prepare the necessary personnel in various fields.

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

Key Strategies:

1. Increase the students' intake through existing internal under graduate programs.
2. Increase the students' intake through new internal and external under graduate and graduate programs.
3. Conduct continuing professional development programs to meet the needs of the local industry and the professional community.
4. Give scholarship for poor and talented students.
5. Provide scholarship for family members of martyrs.

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

Key Strategies:

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.

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

Key Strategies:

1. Increase communication to students via social media and university LMS.
2. Expand student activities and co-curricular opportunities.
3. Enhance peer-to-peer mentoring activities to maximize impact on student success.

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

Key Strategies:

1. Initiate academic actions to ensure that all degree and certificate programs include Mission Statement-based student learning outcomes relating to “ethical leadership for a diverse and globally competitive workforce.”
2. Enhance the capacity of our students to interact productively with others, consistent with our commitment to teamwork and leadership, specifically through development of communication skills, writing, and information and media literacy.
3. Continue to put creative inquiry and problem solving at the center of the Khurasan education, heightened by a focus on impact and engagement; thinking through doing and learning by making, as is our heritage.
4. Providing facilities for the students to fully access and benefit the Laboratory, Central Library, Career Center, Media Operating Center, IT and others.
5. Obligate lecturers to give monographs, projects, group works, and other individual assignments in consideration to all academic values like research, progress and updating.

2.8. Objective 7: Increase the employability ratio of graduates.

Key Strategies:

1. Enhance employability skills of the undergraduates.
2. Create opportunities for internship/ industrial trainings for all final year students to enable them to experience the world of work.
3. Strengthen career development of undergraduates through curriculum based interventions.
4. Improve English proficiency of students.

5. Provide training and intensive preparative sessions for facing competitive selection process.
6. Career center further build the soft skills of the students.
7. In order to increase students employability the career center sign MOU's with local and international organizations.

2.9. Objective 8: Promote the health and well-being of students (undergraduate, graduate, and professional) as a foundation for academic and life success.

Key Strategies:

1. Promote a campus-wide culture in which asking for help is a sign of wisdom and strength.
2. Ensure that there are sufficient resources for proactive outreach and intervention and timely availability of services to students experiencing excessive stress or showing evidence of mental health issues.
3. Ensure that faculty, as teachers and advisors, recognize the importance of student health and well-being for learning, academic success, and general success in life.
4. Make the health and well-being of students a community-wide responsibility by strengthening efforts to ensure that all members of the university community (faculty, staff, and students) have the information and training to recognize signs of excessive stress and know how to get assistance for themselves or others.
5. As preventive measures for reducing isolation and alienation, develop new ways to foster closer ties between faculty and students (e.g., through improved advising, academic programming on campus) and a stronger sense of community among students within and outside of their formal class work.

Sports and Recreational Activities:

2.10. Objective 9: Enhance the capacity, capability, and accessibility of sport and active recreation in order to provide high-quality opportunities.

Key Strategies:

1. Make it possible for the university community to participate in safe and inclusive physical activities on a regular basis.

2. Improve the quality, capacity, and accessibility of athletic facilities that encourage students, faculty, and society to participate in regular physical activity.
3. Form a university sports club with competent coaches and professional management.
4. Increase our sport alumni engagement and support for our sports programs, clubs, and student athletes.
5. Improve the level of engagement with local sport federation.
6. Create policies to ensure that sport and recreation are both sustainable and inexpensive.
7. Use sports to improve the mental and physical well-being of all students and faculty.

2.11. Objective 10: Increase community participation in sport and physical recreation.

Key Strategies:

1. Providing more opportunities for sports and recreation
2. Increase the number of teams for volleyball, cricket, badminton, and other sports.
3. Organize a sport Gala every year.
4. Organize matches with other clubs and university teams.
5. Maintain sport and recreation's integrity and ethics.

2.12. Objective 11: Give opportunities for talented athletes.

Key Strategies:

1. Recognized talented athletes, enrolled them, and provided scholarships.
2. Recruit and aid gifted student-athletes by offering a high-performance athletic environment and athlete assistance programs.
3. Ensure that emerging athletes have access to top-notch facilities, sports science, education, and support services.

Chapter # 3

Capacity Enchantment of Faculty

3.1. Introduction:

All the faculty members must improve their academic, teaching, research, and administrative skills. Furthermore, newly appointed academics must be continually motivated to develop their capacity, and short-term trainings for lecturers, both inside and outside the country, must be provided to improve their knowledge and working capacity.

3.2. Objective 1: Increasing the capacity of faculty member.

Key Strategies:

1. Organizing academic writing workshops for instructors.
2. Creating research training programs for lecturers in academia.
3. Developing leadership and management training for lecturers
4. Facilitating employment with a reduced teaching load based on scientific and research achievements.
5. Assisting lecturers in comprehending Quality Enhancement training programs.
6. Encouraging professors to enroll in English language classes and obtain the necessary certifications.
7. Making it possible for professors to take part in fellowship programs.
8. Organizing short-term training workshops for lecturers to understand how to revise curriculum.
9. Organizing a training program for lecturers to learn how to prepare effective teaching materials.
10. Providing sophisticated current teaching methods, such as Students Centered Learning (SCL) and Outcome Based Education, to university lecturers through training programs (OBE).
11. Reducing the teaching load of prominent scholars who are ambitious.
12. At university members, balancing and optimizing the teacher-student ratio 1/27.
13. Creating a proper proportion between student enrolling and graduation.

3.3. Objective 2: Increase the size and quality of faculty in strategically important academic areas.

Key Strategies:

We will achieve our objective by:

1. Over the next five years, emphasize a faculty recruitment approach of developing from the bottom up (recruiting fresh MS and Ph.D.s, as well as rising stars), while acknowledging that this may not be appropriate for all units or at all times within a given unit.
2. Create a framework for reallocating faculty jobs between academic departments on a regular, methodical, and transparent basis in order to improve specific areas.
3. Provide females with equal employment possibilities.

3.4. Objective 3: Ensure competitive faculty compensation.

Key Strategies:

We will achieve our objective by:

1. Maintain average professor wages at or above the peer institution median.
2. Benchmark and evaluate fringe benefits on a regular basis to ensure that they stay competitive, including work/life difficulties.
3. Assess and compare research start-up packages and ongoing support by identifying a group of peer universities.

3.5. Objective 4: Develop and implement polices to retain highly valued faculty.

Key Strategies:

We will achieve our objective by:

1. Creating a competitive climate in higher education aids in faculty retention.

2. Providing a lively intellectual environment, great undergraduate, graduate, and professional students, and the resources they need to fulfill their professional goals and objectives.
3. When highly rated academics are being courted or have offers from other universities, be proactive by making timely counteroffers and addressing work-life issues (e.g. dual careers) early.
4. Providing special monetary rewards (bonuses, Ramazan pay, and seed funds for research) for exceptional academic accomplishments.
5. Strengthen efforts to retain highly regarded academics by ensuring that their research, teaching, and public participation are well supported.
6. Make a concerted effort to retain early- to mid-career professors who are “rising stars” or extremely talented or accomplished in their fields.
7. Nominate high valued individuals for prizes and honors every year.
8. Recognize and publicize academics who obtain prestigious academic prizes and distinctions from their colleagues.

3.6. Objective 5: Develop strategies that allow professors to devote their time to being highly productive in their core academic pursuits. (Public participation; teaching; research, scholarship, and innovation)

Key Strategies:

We will achieve our objective by:

- ❖ Review how the deans and department heads use faculty time to complete administrative responsibilities.
- ❖ Streamline Department procedures that consume a significant amount of faculty time and divert them from their core academic responsibilities (e.g. reduce the number or size of faculty committees).
- ❖ When deciding on personnel numbers and functions, take into account the impact of staff on faculty productivity in their core academic tasks.
- ❖ Invent novel ways to leverage modern technologies to relieve faculty administrative burdens.

Chapter 4

Academic Excellence

4.1. Introduction:

The faculty has invested considerably in the student living-learning environment over the last 15 years or more, and has had tremendous success in providing a diverse range of educational and co-curricular activities outside of formal class work. Outside of the classroom, the faculty offers a variety of educational and co-curricular activities that are not covered in this plan. While existing strengths should be maintained and cultivated, this strategic plan proposes that the institution should focus its efforts over the next five years on achieving greater educational excellence.

4.2. Objective 1: Strengthen institutional structures that promote pedagogical innovations both centrally and within the faculty.

Key Strategies:

1. Encourage faculty to try out novel pedagogies and technology (e.g., field-based learning), while keeping in mind that different pedagogies are acceptable for different disciplines and programs.
2. Outside of the classroom, promote and support educational innovations (e.g., service learning).
3. As a student-oriented faculty, we will focus our teaching efforts on student learning and success, ensuring that our pedagogical and assessment processes are fair and rigorous in this regard.
4. We will investigate teaching methodologies that may be particularly suited to teaching and learning in Afghanistan, as well as develop pedagogies that are informed by current theory and practice research and responsive to students' educational needs, particularly those from disadvantaged educational backgrounds.

4.3. Objective 2: Adjusting current curricula according to new methods

It is critical to adapt the contents of present curriculum with new methods; applying new methods in these curricula results in changes in teaching activities and methods, and such teaching and learning activities, behaviors, and materials can meet current needs.

Key Strategies:

1. We will collaborate with employers, professional organizations, alumni, and other stakeholders to ensure that our degree programs are responsive to market need, resulting in graduates with socially and economically relevant skills and traits.
2. Using new ways to adjust the curricula committee's actions.
3. Using new methodologies, lecturers create teaching materials and individual action plans. (OBE, SCL).
4. Using innovative approaches to evaluate educational materials and activities.
5. Using new teaching approaches by lecturers.

4.4. Objective 3: Improve Academic English to develop their competence in reading, writing, and speaking skills.**Key Strategies:**

1. Encourage students to work on their English abilities.
2. Give students writing exercises to practice.
3. Case studies to be solved
4. Conducting research excises
5. Increasing the amount of books and research journals in the library to expand and upgrade it.

Conclusion

Economics faculty main purpose is to improve the teaching and learning process. As a result, faculty provides all of the necessary resources to increase teaching quality and bring it up to par with national and international requirements. So as, it provides high-quality services and graduates the most skilled members of society.

Chapter # 5

Research and Development

5.1. Introduction:

It is critical for a university to be a centre for research and development. In fact, research and innovation are what set a university apart from others. Therefore, faculty, has always valued research and innovation, and has worked tirelessly to develop a research culture within the Faculty. This section is about these research actives.

5.2. Objective 1: Faculty has to develop a team of academics who are committed to and capable of excellence in research.

Key Strategies:

We will achieve our objective by:

1. Make certain that people of excellent caliber and research ability are hired.
2. Provide research money for young academics.
3. Incorporate the concept of group research into the academic department's curriculum.
4. Provide opportunities for all academics to receive ongoing research methods training. For example, senior researchers and experts may hold frequent workshops and courses on research technique, statistics, and protocol writing, similar to how teachers do staff development courses.

5.3. Objective 2: Establish and maintain a research culture, and guarantee that all faculty members participate in research.

Key Strategies:

We will achieve our objective by:

1. Integrate research into teaching and learning; include research projects into degree programs with staff collaboration in all faculties.
2. Develop collaborative research projects with industry.
3. Create research collaborations with international research organizations.

4. Increasing and publishing academic researches and printing them in the academic magazine of university and other international magazines (journals).
5. Both programs must publish at least 10 research papers every year.
6. Purchasing of two data analysis software such smart PLS and SPSS.

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

Key Strategies:

We will achieve our objective by:

- ❖ Faculty must publish a sizeable number of articles in University Journal in several Business administrative areas (like economics, management, finance and leadership etc).
- ❖ Continue to hold regular faculty meetings to discuss research work.
- ❖ Organize staff training seminars as well as trainer training.
- ❖ Researchers who conduct high-quality research should be rewarded with opportunities for additional research and professional advancement.
- ❖ Faculty must create research rewards for various levels of personnel as well as students.
- ❖ Encourage research committee for promoting research culture.

5.5. Objective 4: Upgrade the research skills of graduate students.

Key Strategies:

We will achieve our objective by:

- ❖ Introducing activity-based courses on topics like research techniques, proposal writing, methodology, and data analysis.
- ❖ Purchasing licensed software, such as SPSS, is a good example.
- ❖ Organize an annual graduate symposium where students can present their work and exchange ideas.

Conclusion:

Faculty of economics makes every effort to promote a research and innovation culture among teachers and students through the measures outlined above.

Chapter # 6

Quality Assurance and Accreditation

6.1. Introduction

The economic faculty of Khurasan University has successfully completed two phases of Quality Assurance in accordance with MoHE (Ministry of Higher Education) norms and rules. As a result, the economic faculty is presently attempting to complete the third level (full accreditation) of Quality Assurance from the Ministry of Higher Education. As a result, the Ministry of Higher Education has nominated KU for the third step of quality assurance and the entire accreditation procedure. So, faculty of economics will take full participation for achieving quality standards as provided by MOHE Afghanistan. Faculty of economics will incorporate all the 11 main standards and 49 substandard in their strategic plan.

This portion of the Strategic Plan outlines all of the plans and actions that will be implemented in the next five years to achieve the Ministry of Higher Education's quality assurance criteria.

6.2. Objective 1: Preparation of Self-Assessment Reports

To improve quality assurance at the university, prepare self-assessment reports that will be correlated with self-assessment reports from all faculties, and then produce a single university-level self-assessment report from all reports.

Key Strategies:

1. Each faculty members must develop a self-assessment action plan.
2. All faculty members self-assessment strategies must be thoroughly examined.
3. All self-assessment plans must be integrated, and a single action plan must be created from them all.
4. After all plans have been integrated, all self-assessment plans should be revised.
5. Creating an action plan for the integrated self-assessment.
6. An integrated self-assessment plan would be given to all university faculties and faculty of economics.

6.3. Objective 2: Introduction of the Process of Quality Enhancement to the entire faculty Staff.

The Quality Enhancement Process will be introduced to the entire faculty of economics employees and staff, as well as providing them with awareness and information about the

process, so that the entire faculty of economics employees and staff can understand the key objectives, influences, and values of the Quality Enhancement Process.

Key Strategies:

1. Providing a thorough introduction and explanation of Quality Enhancement to all faculty of economics personnel.
2. Conducting a number of seminars and workshops for personnel at the faculty of economics level.
3. Educating all faculty of economics personnel on the objectives, values, influences, issues, and benefits of Quality Enhancement.

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

All faculty of economics personnel must engage in the implementation of the standards and substandard established in the framework by the Directorate of Quality Assurance and Accreditation of the Islamic Republic of Afghanistan's Ministry of Higher Education (MoHE). All of the factors that prevent it from being used must be identified, and appropriate solutions must be found.

Key Strategies:

1. Using the university's Quality Assurance Department to apply the primary 11 standards and 49 substandard.
2. Understanding each major and minor standard, as well as how to apply them to each applicable activity and assignment.
3. Taking into account all 49 sub-standards while applying each major standard.
4. The causes of any impediments that prevent the process from being implemented must be identified, and appropriate remedies must be provided.
5. After all of the causes have been identified, each standard should be reviewed and improved.

6.5. Objective 4: Based on the Schedule and Plan, Supervising the Process of Quality Enhancement.

Supervising the faculty of economics s entire quality improvement process based on the plans and timetable. As a result, all faculties' actions will be better satisfied. The supervision of all faculties will be re-evaluated over time. All concerns and impediments that prevent the

adoption of the standards and an appropriate response must be identified in the final stage of the supervisory process an appropriate solutions must be suggested to them.

Key Strategies:

1. All administrative and teaching tasks of faculty of economics shall be supervised in accordance with the timetable and plan.
2. The causes of any impediments that prevent the process from being implemented must be identified, and appropriate remedies must be supplied.
3. After the causes have been clarified, each standard will be reviewed and enhanced.
4. 4. Following up on supervisory evaluations, recommending possible remedies to difficulties and problems.

6.6. Objective 5: Discovering Weak Points through Process of Quality Enhancement and incorporating them

When criteria are not applied correctly in quality improvement processes, the determination of all factors will improve them, allowing them to evaluate and supervise the weak points of the standards in order to improve quality and complete and enrich the problem-solving and facility-building process.

Key Strategies:

1. Identifying issues that prevent university quality improvement applications.
2. Constantly searching for flaws
3. Weak areas must be identified on a regular basis.
4. Identifying and resolving all flaws.
5. Identifying and allowing issues that prevent the application of standards.
6. Enriching weak points with available resources and facilities.

6.7. Objective 6: Attaining Membership and Affiliation of Regional Quality Assurance Organizations

With the university's own efforts, participation in the regional quality assurance agency, i.e. Quality Network for Asia and the Pacific (APQN)

Key Strategies:

1. Inquiring with a quality assurance organization about standards and criteria
2. Writing letters to respective organizations requesting membership.
3. Disseminating information and papers while taking into consideration their criteria.

4. Using every resource and facility available to keep the agency informed about university operations.

Conclusion

All employees of the economics faculty must be completely aware of and knowledgeable about all requirements in order to achieve quality enhancement accreditation. If the criteria are being used incorrectly, determine what they are and provide solutions and facilities to ensure that the criteria are being applied appropriately and that the university accomplishes its specified goal.

Chapter # 7

Information and Communication Technology (ICT)

Introduction:

21st century has brought a lot of changes, information and communication technology is among one of them. Today ICTs had significant impact of every sector of our society including business, government and academia. Fortunately, economic faculty of Khurasan University timely and effectively incorporate and integrate ICTs as strongly as other universities around the globe. The faculty LMS and MIS system already got hug popularity in the region. With the help of ICT, economic faculty create an environment that empower administration and faculty to enhance students' learning experience and deliver quality services. ICTs have become one of the most central tools in today's higher education environment, so therefore the following strategies will incorporate in future for further improvement.

7.1. Objective 1: Setup a training program that will build the capacity of staff within the faculty of economics for efficiency, increased skills and the ability to aggressively support and rapidly respond to changing times and the changing demands of the university community.

Key Strategies:

1. Develop and implement training plans;
2. Work with ALL stakeholders to successfully implement training plans;
3. Work with PDC to provide training;
4. Identify local and international training opportunities for staff;

7.2. Objective 2: Provide technology systems and services to enhance student learning and to foster curricular innovation.

Key Strategies:

1. Create individual and campus-wide opportunities for faculty, staff, and students to explore, evaluate, and implement new technologies to improve teaching, learning, and innovation.

2. Setup and support a robust Learning Management System (LMS) and Management information system (MIS) to support universal learning, learning analytics, and adaptive learning.
3. Setup and support dependable ICT-enabled classrooms, computer labs, and virtual learning spaces.
4. Setup and support more-computer classroom systems to enable instructors make instruction and learning more interactive.

7.3. Objective 3: Provide access to online academic journals and other academic resources.

Key Strategies:

1. Work with the Vice chancellor for Academic Affairs to identify academic journals.
2. Work with the Head R&D and head of Library System to identify and deploy academic journals and books.

7.4. Objective 4: The proper use of information and communication technologies.

1. Provide training on the usage of LMS and MIS to the students, Staff and Faculty.
2. Setup and support dependable ICT-enabled classrooms.
3. Ensure that LMS have all the teaching material like course policy, Books, chapter notes, slides and videos.
4. Ensure that all the faculty members take quizzes and Assignments through LMS on time and mark it correctly.
5. Ensure that all the faculty members Answer the question of students on LMS.
6. Ensure that all the faculty members create a group discussion board once in month so as the students are properly engaged with their studies.
7. The faculty members create a bank of questions in MIS, which comprising of MCQs, True/false statements short and long questions.
8. All the faculty members are liable to take regular attendance via their MIS account.
9. Create a bank of videos classes for particle subjects like Accounting, Finance, Mathematics, and Statistics etc.
10. Improve the social media presence of faculty to engage with users more effectively.

11. Work with the Head R&D and head of Library System to identify and deploy academic journals and books. So, as the excess to digit libraries are become easy.

7.2. Conclusion

In order to deliver excellence services in learning, teaching and administrative activities modern information and communication technologies are very crucial. That is why we already having LMS and MIS system in services and a strong super Wi-Fi system are working effectively in the university premises.

Chapter # 8

Faculty 's Infrastructure

Introduction:

A sound infrastructure created a appropriate working environment for teachers, students and employees of the university. Their efficiency and effectiveness are subject to the availability of a sound infrastructure. The economic faculty of Khurasan University has a sound infrastructure possessing all necessities of modern age, but it need further improvement and maintenance.

8.1. Objective 1: Maintain and develop adequate infrastructure.

Key Strategies:

1. Develop a building plan for more class rooms in the existing area.
2. Building up departmental library.
3. Setting up , upgrading and expanding Library.
4. Increase more excess to digit library.

Chapter # 9

Rising Revenue for faculty

9.1. Objective 1: Investment on various revenue generations areas

Key Strategies:

1. Recruiting research team either from current human resources or outside for a well-qualified and experienced team for local and international researches.
2. Applying for national and international grants in researches (research grants).
3. Applying for grants and projects in various areas.
4. Applying for request for proposal, request for quotation, concept paper and request for information.
5. Building consultancy or firm under the leadership of MBA Program.
6. Provide consultancy for businesses, government, NGOs, etc
7. Provide other services including printing, document imaging, web design, document publishing etc for faculty, staff and students.

9.2. Objective 2: Increasing in student fee gradually.

Key Strategies:

1. Updating or making plan for the increasing of fee accordingly.
2. Reviewing all faculties and MBA program fee in each semester and must move accordingly.
3. Reviewing the admission fee of every faculty and department.
4. Provide alternative Wi-Fi access for students on a commercial basis.

9.3. Objective 3: Sponsorship of major events and relations with corporate sector.

Key Strategies:

1. Funding sponsorships for major events such as:
 - Sports Gala
 - Kankor Exam
 - Graduation Ceremony
 - Research Conference

➤ Students Motivation Ceremonies

➤ Green Afghanistan Campaign

2. Building strong and good relations with national businessmen in order to sponsor some students' fee and other charges.

3. Building relations with organizations either national or international. 4. Search external resources for fee sponsorship

4. Making relations with the national businessmen in order to sponsor academic, cultural and research activities.

Chapter # 10

Countering Administrative Corruption

10.1. Introduction

A culture of integrity and corruption prevention is shared responsibilities for all sectors of society; therefore, Economics faculty will carry the following activities to combat administrative corruption.

10.2. Objective 1: Founding Economic Faculty Anti-Corruption Committee and Awareness

The faculty is forming a committee to combat corruption that will include professors and administrative staff members, and this committee will report to the leadership.

The following efforts will be made by the committee in order to combat corruption:

Key Strategies:

1. Raising awareness of corruption and the terrible effects it has on people's lives and society as a whole.
2. Arranging corruption awareness seminars for, faculty member, admin staff and students.
3. Anti-corruption walk
4. Publishing the campaign banner
5. The slogan encourages people to take a stand against corruption.
6. Celebrating international Anti-corruption day.
7. Ensure transparency in bureaucracy.
8. Publishing Islamic thoughts about anti-corruption.
9. Stimulate societies to move from a culture of acceptance of corruption to one of rejection of corruption.

10.3. Objective 2: Exams and Evaluations of Students are Fairly Supervised

Key strategies:

1. Give full authority to faculty examination committee.

2. Arranging and taking exams according to the rules of exams.
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.

10.4. Conclusion

The economic faculty of Khurasan University depends on its relationships with governments, competitors, employees and with students and the trust they place in the society. To ensure the protection of this trust economic faculty undertakes to conduct all activities in an honest and ethical manner and in accordance with applicable laws of MOHE. Violation of such laws and regulations creates legal, financial, and reputation risks for economic faculty and individual employees and is not acceptable. KU has a zero tolerance approach towards bribery and corruption.

Chapter # 11

Budget

In order to achieve the objectives of our strategic plan and the proper implementation of it, the following propose budget is estimated as,

Department strategic plan budget							
S. no .	Description	Per Year	Total	Per unit cost	Total cost	Period	
						Start	End
1.	Training for students.	20	100	20,00 AFN	200,000 AFN	1400	1404
2.	Award ceremonies for students	2	10	18,000 AFN	180,000 AFN	1400	1404
3.	Recruitment of Master faculty	2	10	37,000 AFN	370,000 AFN	1400	1404
4.	Recruitment of Ph.D.	1	5	125,000 AFN	625,000 AFN	1400	1404
5.	Competitive Staff allowance	2	10	10,000 AFN Per year	100,000 AFN	1400	1404
Total					1,475,000		

Faculty's Infrastructure and Rising revenue							
S.no.	Description	Per Year Number	Total for 5 years	Per Head Cost	Total cost	Start	End
1	Departmental Library	-----	2	736000	1472000	1400	1404
2	Consultancy firm		1	220000	220000	1400	1404
Total					1,692,000		

Budget for Research activities							
S.no	Description	Quantity	Per unit cost	Estimated cost	Period		
					Start	End	
1.	Publication of research papers	50	15,000	750000	1400	1404	
2.	Acquiring data Analysis software	2	99330(SPSS) + 96162(PLS)	195492	1400	1404	
3.	Reward for high quality research	50	5000	250000	1400	1404	
	Total			1195492			

Over all estimated cost			
S.no.	Description	Estimated cost	Remarks
1	Department strategic plan budget	1,475,000	
2	Faculty's Infrastructure and Rising revenue	1,692,000	
3	Budget for Research activities	1195492	
Grand Total		AFN 4,362,492	