



**Ministry of Higher Education  
Khurasan University  
Faculty of Social Sciences & Humanities  
Journalism Department**



**Strategic Plan  
(1400-1404)**

**Date 1399**

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**Strategic Plan of Journalism Department  
(1400-1404)**

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## **Message of head of Journalism Department**

Dear Colleagues and Friends:

This long term plan or simple called Strategic plan is the way and paths for the any organizations to conform their objectives. We have made considerable progress in many areas of significant as a result of the successful implementation of 2015-2020 strategic plan. This quantitative progress highly validates the continuous focus and dedication of Journalism Department, administration, staff and students to achieve excellence in fulfilling the academic needs of our community.

The purpose of this current strategic plan 2021-2025 of Journalism Department is not only to continue to focus on Journalism momentum in certain areas of high significance but also incorporate new goals that will help in achieving further and greater success. In addition, the goals of the five-year strategic plan include: enhancing students' learning and success, department-based trainings and capacity building, developing infrastructure and technological advancement. These goals strongly resonate with department vision and reflect the hopes and dreams of Journalism departments and it proudly serves, including our students, 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.

Based on this strategic plan of the Journalism Department 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 appreciate 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**

The Journalism Department prepares this strategic plan and policy to cooperate and back up the previous strategic plan for the department. As it is the vital role in order to improve the process of Higher Education in the country. Based on the implementation of this strategic plan and policy of the Journalism Department will not only achieve its strategic goals or objectives but also will introduce best talented individuals to societies in order to serve the nation and people. Finally, these talents and individuals will assist us to attain vision and mission that we have targeted.

## **Chapter #1**

### **Introduction, Analysis, Strategic themes**

#### **1.1. Introduction:**

The Journalism Department is one 'of the departments of Social Sciences and Humanities faculty which was established in 2012. This department has got almost 10 cadre lecturers which some of them are females and others are males. As our Journalism Department covers all Journalism related issues as course in the department of the department. This is the place leaders come to expand their knowledge, skills and future opportunities. It was established with a goal to help rebuild educational system at the department level. This enables us to respond quickly to all new developments in academia as well as meet the requirements of current and future employers. Our overarching goal is to build Journalism Department not only as a seat of teaching excellence but also to turn it to a powerhouse of knowledge creation and research development. With our linkages to a vast global network through MIC, LMS will help create condition for achieving academic growth and contribute to the economic regeneration and rebuilding of Afghanistan.

To add up, the Journalism Department facilitates opportunities for the students to practically apply what they have gained thought the semesters. additionally, this department tried to have link with radios, television and so on, the main goal of having link with these organizations to train and build up students' capacity.

#### **1.2 Vision**

The Department of Journalism wants to train journalists and media experts in a professional manner to create a standard media environment in the country, create intellectual development in the society and on the basis of this, the media can fulfill its responsibilities properly.

#### **1.3 Mission**

The Journalism department with the help of master teachers and qualified personalities train people according to today's requirements, who can carry out their media missions in the right way and create innovations in accordance with the interests of our country, national strategy and ethical standards.



## 1.4 Core Values

1. Worthiness to the profession
2. Cultural diversity
3. Technology use
4. Moral
5. Entrepreneurship
6. Innovation
7. Tolerance
8. Cooperation

## 1.5 Learning Outcome

1. Be Effective communicators in order to achieve personal and professional success.
2. Students will be able to analyze language components scientifically and apply those skills in their personnel interaction and profession.
3. Demonstrate the ability to critically read a variety of text accurately.
4. Recognize, analyze, and produce a variety of written text.
5. Have a basic and fundamental knowledge of mass communication and journalism within the culture.
6. Students will be able to use ICT for making reports.
7. Students will be able to investigate independently in their field.
8. Students will become familiar with the different types of journalism.
9. Students will be able to know the importance of journalism in the context.
10. Students will be able to know the role of journalist in the society.

## 1.6 Facts and Figures:

### 1.6.1. Academic Staff:

The Journalism Department deploys scrutinized HR practices in order to yield the best candidates in hiring the academic staff. This section of the strategic plan describes the hiring process of our academicians from recruitment to academic development. Journalism department policy normally go through the following practice for the human resources.

- **The Job Announcement:** in terms of requirement of employee this department formally request and announce the vacant post and then it will further process the steps of the job announcement, Journalism Department announces jobs in Acbar.org.af website.
- **Application Review:** Once the applications are submitted, our talent acquisition teams screen them for completion and information accuracy. During this step, the team normally compare a candidate's qualification, skills and experience with position requirements in order to determine if the candidate is best-fit.

- **Written Test:** after the shortlisting process, all the shortlisted candidates will be called to have written test.
- **Conducting in-person interview:** Once a candidate makes it through the written exam, a panel of senior academician from the department is formed who evaluate the candidates with the pre-defined assessment criteria.
- **Final Offer:** The Journalism Department committee makes an invitation for a potential employee to work in a specific position for department. Our Job offers typically contain the details of the employment offer, including salary, benefits, job responsibilities, and the reporting department name and manage title.

The efforts of our talented academic staff, who come from a number of countries, are the foundation of our success and credibility. Our academic staff ensures that the department academic operations run smoothly. Their efforts lead to a positive student experience, research, and successful partnerships and collaborations with external organizations.

The Journalism Department offers academic staff development services to 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. Academic staff development at the department is based on the following programs:

1. Knowledge Expansion: To help our academic staff extend their expertise, Journalism Department provides chances for the students to further enhance their knowledge or to have internship programs such as: Sharq Radio and Television, Enikas Radio and Television.
2. Supportive Teaching Environments: Journalism Department has fostered a fabulous teaching environment in which the staff feel relaxed and safe and we have been providing the academic personnel with academic resources, teaching technology and supportive organizational culture.
3. Provision of appropriate feedback
4. Use of relevant learning technology
5. Attention to affective attributes of academic staff

The statistics of Journalism Department members are shown in table I. The number of department members is allocated in this table based on their qualifications and department.

**Table 1 Number of Department members**

Journalism Department of Social Sciences and Humanities				
Department	P.H.D.	Master	Bachelor	Total
Journalism Department	-----	-----	4	4
<b>Total</b>	-----	-----	4	4

### 1.6.2. Administrative staff:

The Journalism Department welcomes administrative staff who play a vital role in the effectiveness of our academic operations and acts as a backbone. It is grateful for their wholehearted support for the department transformation and reforms. Given their significant contribution, Journalism department is dedicated to their best and precious career and professional growth individuals. Therefore, it offers the following development programs to help them strengthen their working ability:

- SEO (Staff Exchange Opportunities): The Journalism Department Staff Exchange is a structured program that provides better professional and personal growth for employees who work in administrative roles. Staff profit from spending time at another foreign university funded by the department, where they can interact with and learn from their counterparts.
- OSTP (Online Seminars and Trainings Program): OSTP is an initiative that offers virtual career development counseling, trainings, and workshops with the aim of developing employees from an international viewpoint.

Table 2 shows the number of our administrative and supporting staff

<b>Administrative and Supporting Staff of Social Science &amp; Humanities faculty</b>	
<b>Administration Staff</b>	3
<b>Security Guards</b>	-----
<b>Supporting Staff</b>	1

### 1.6.3. Our students

The Journalism Department tries to provide opportunities for the students and learners because it prefers the precious or valuable assets. Therefore, we work deeply in order to assist them attain their goals and present them to society to serve. The facilities which this department offers for the students are: digital library, online students' portal, study, internship opportunities, organizations or industries visit. Moreover, Journalism Department all the time tries to provoke the students to work voluntarily or have the volunteerism characteristic which is important for social responsibility.

After the completion of student's academic course with us, Journalism Department welcomes graduated students for being alumni of the department and we keep in touch with our graduates in order to engage them in further academic programs. In addition, as it is obvious Journalism Department covers more social related programs not only department level but also university level so for this reason, we engage our graduated students.

Currently, the Journalism Department has got around 114 hundred students which commute or come from different areas of Afghanistan in order to attain their future goals here with us.

Currently, the Journalism Department has a total enrolment of 180 students. They all come from various provinces of Afghanistan through Kankor Exam. Table 3 displays the Student numbers.

Table 3 Number of Students in Khurasan University

DEPARTMENT	Male	Percentage	Female	Percentage	Total
JOURNALISM DEPARTMENT	58	96.66%	2	3.33%	60
GRAND TOTAL	2500	94.84%	132	5.16%	2632

## 1.8 Prime Stakeholders

- 1) Ministry of Higher Education
- 2) Ministry of Education
- 3) Teachers Training College
- 4) Universities
- 5) Ministry of Information & Culture
- 6) Ministry of Labors and Social Affairs
- 7) Schools
- 8) Donors
- 9) NGO
- 10) Private sectors
- 11) Independent Commission of Human Rights
- 12) Radios and Televisions
- 13) Gender's oriented organizations
- 14) Alumina

## 1.9 Competitor Analysis

Based upon the 46<sup>th</sup> article of the Afghan Constitution, the ministry of higher education monitors higher education private academic institutes which through this activity higher education academic institutes replenish or flourish effectively. As there are around 114 private institutes in Afghanistan. Our Journalism Department based on the following factors sets us apart from our competitors in the area:

- Full-fledged LMS and MIS systems
- Unique Teaching Technology and Supportive Learning Programs.
- Energetic, Creative and Committed Young Academic staff
- Supportive and Visionary Leadership.
- Extra-curricular activities ( Sport Gala)
- Evergreen Campus

### 1.10 Location and Campus Description

The Journalism Department is one of the departments of social sciences and humanities in Khurasan university in Nangarhar province which is a strategically significant city. This province is located in the east of Afghanistan, bordering the provinces of Kabul, Laghman, and Kunar, as well as an international border with Pakistan, giving Khurasan a strategic advantage in recruiting foreign lecturers and students.

#### 1.10.1 Competitive Edge:

- 1) Active, vibrant and evergreen campus atmosphere.
- 2) It is conveniently accessible to every student.
- 3) There is no noise or pollution in the university setting.
- 4) Class rooms are well furnished and ventilated. Audio visual Room is provided with all teaching aids for the development of students.
- 5) Vast Greenfield area full of plants and trees.
- 6) The students have all the facilities for games and sports. Adequate infrastructure are provided for indoor and outdoor games and extra-curricular activities.
- 7) Large parking lot for academicians and students.
- 8) Large and uniquely designed conference hall, library, internet centers, resource centers and digital exam labs.

### 1.10.2 Weak points:

- 1) Limited area for playground.
- 2) There are limited transportation facilities for students and staff.
- 3) Due to security reasons at the country, we are not able to arrange field visits for our students. (For practical learning students should go to Khurasan's own studio and some other local television and radio centers)

### 1.10.3 Process of Strategic planning:

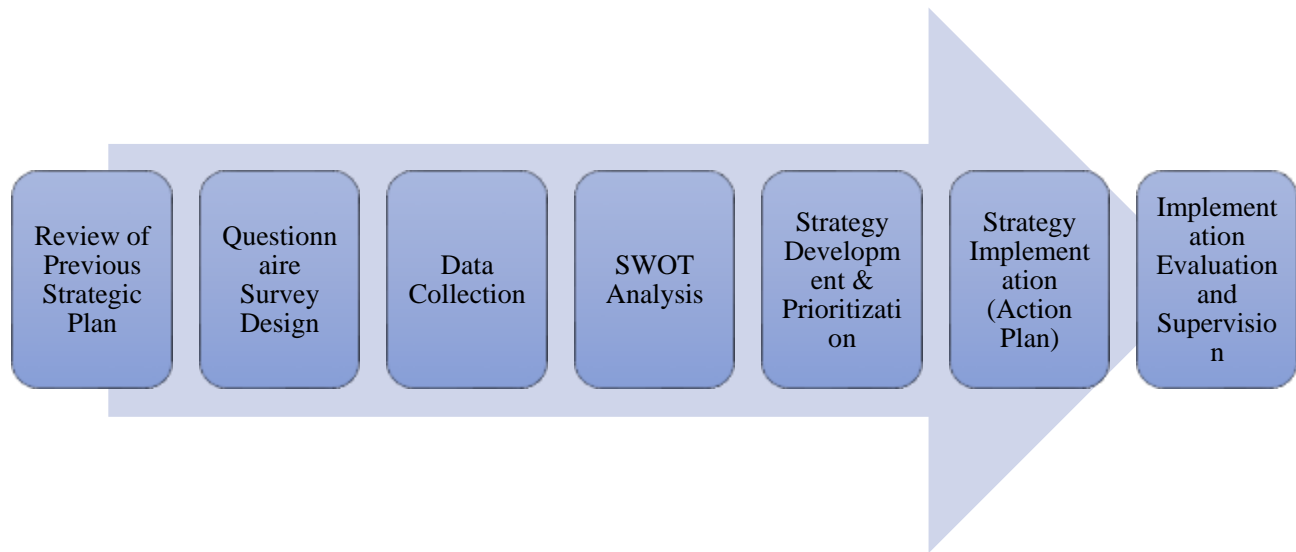
The Strategic Plan Committee was organized under the supervision of the Vice-Chancellor of Academic Affairs. Members of the strategic plan committee included the VC administration, all department deans, the Head of Quality Assurance, and two lecturers. The committee members first went through the previous 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 department, 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 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).

The following figure clearly indicates the process of our strategic planning. Figure 1. shows the process of strategic planning adopted.



#### 1.10.5 Questionnaire Analysis (Journalism Department)

Journalism Department has collected the data through two questionnaire forms (External & Internal Factors Analysis Forms) for the SWOT Analysis required during the strategic planning of the program.

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#### 1.10.2.1 Internal Factors Questionnaire Analysis

Questions	Strengths	Weaknesses	Strength / Weaknesses	دیر زيات	زیات	اوسط	کم	دیر کم	Ranking	Chosen	Average	Weight
Q1	50	0	Strength	6	24	5	1	14	4	24	0.480000	0.04898
Q2	12	38	Weakness	4	24	2	10	10	3	24	0.480000	0.04898
Q3	44	4	Strength	22	8	5	2	13	4	22	0.440000	0.044898
Q4	48	2	Strength	19	6	5	5	15	4	19	0.380000	0.038776

Q5	36	14	Strength	20	11	4	5	10	4	20	0.400000	0.040816
Q6	45	4	Strength	2	10	8	20	10	2	20	0.400000	0.040816
Q7	12	36	Weakness	2	25	3	8	12	3	25	0.500000	0.05102
Q8	49	1	Strength	5	21	10	4	10	4	21	0.420000	0.042857
Q9	44	6	Strength	10	15	5	8	12	4	15	0.300000	0.040816
Q10	50	0	Strength	2	11	13	6	18	3	18	0.360000	0.046939
Q11	11	39	Weakness	2	8	23	7	10	3	23	0.460000	0.046939
Q12	32	17	Strength	12	16	7	2	13	4	16	0.320000	0.046939
Q13	13	26	Weakness	6	10	4	19	11	2	19	0.380000	0.038776
Q14	39	11	Strength	9	21	4	2	14	4	21	0.420000	0.042857
Q15	41	7	Strength	10	12	8	5	15	1	15	0.300000	0.030612
Q16	34	16	Strength	18	7	4	6	15	4	18	0.360000	0.036735
Q17	38	11	Strength	3	3	15	17	12	2	17	0.340000	0.034694
Q18	36	14	Strength	17	3	15	3	12	4	17	0.340000	0.034694
Q19	30	20	Strength	3	16	15	3	13	3	16	0.320000	0.032653
Q20	33	17	Strength	3	8	10	17	12	2	17	0.340000	0.034694
Q21	34	14	Weakness	3	7	13	15	12	2	15	0.300000	0.030612
Q22	34	16	Strength	3	17	15	3	12	3	17	0.340000	0.034694
Q23	35	15	Strength	10	11	15	3	11	4	15	0.300000	0.038776
Q24	50	0	Strength	3	5	13	16	13	2	16	0.320000	0.032653
Q25	48	2	Strength	3	4	15	19	9	2	19	0.380000	0.038776
											9.800000	1

#### 1.10.2.2 External Factors Questionnaire Analysis

Questions	Opportunity	Threats	Strength/Weakness	دیر زیات	زیات	اوسط	کم	دیر کم	Ranking	Chosen	Average	weight
Q1	9	40	threats	12	20	8	8	2	3	20	0.400	0.0735
Q2	50	0	Opportunity	18	12	8	8	4	4	18	0.360	0.0662
Q3	46	4	Opportunity	8	2	8	12	20	1	20	0.400	0.0735
Q4	48	2	Opportunity	12	8	5	15	10	2	15	0.300	0.0551
Q5	40	9	threats	14	6	8	12	10	4	14	0.280	0.0515
Q6	49	1	Opportunity	20	12	8	5	5	4	20	0.400	0.0735
Q7	40	9	Opportunity	22	1	3	4	20	4	22	0.440	0.0809



Q8	44	5	Opportunity	3	20	4	8	15	3	20	0.400	0.0735
Q9	44	6	Opportunity	18	12	7	7	6	4	18	0.360	0.0662
Q10	11	39	threats	5	25	5	3	12	3	25	0.500	0.0919
Q11	44	5	Opportunity	3	20	7	19	1	3	20	0.400	0.0735
Q12	2	48	threats	9	6	6	20	9	2	20	0.400	0.0735
Q13	16	33	threats	4	19	15	9	3	3	19	0.380	0.0699
Q14	49	0	Opportunity	5	4	21	15	5	2	21	0.420	0.0772
Sum											5.440	1

### 1.10.3 Competitive Profile Matrix (CPM):

This tool shows the competitive edge of us with respect to our competitors in the region.

<b>Competitive Profile Matrix (CPM)</b>								
<b>Critical Success Factors</b>	<b>Weight</b>	<b>پوهنتون شما</b>			<b>پوهنتون رقیب</b>		<b>پوهنتون رقیب</b>	
		<b>Rating</b>	<b>Score</b>	<b>Rating</b>	<b>Score</b>	<b>Rating</b>	<b>Score</b>	
تبلیغات	0.08	4	0.33	2	0.17	1	0.08	
میزان نفوذ در بازار	0.10	3	0.31	1	0.10	2	0.21	
میزان خدمات به مصرف‌کننده	0.08	4	0.31	3	0.23	3	0.23	
مکان‌های عرضه خدمات یا محصولات	0.10	3	0.31	4	0.41	1	0.10	
تحقیق و توسعه	0.08	3	0.25	4	0.33	3	0.25	
تخصص کارمندان	0.08	4	0.33	4	0.33	3	0.25	
سود مالی یا پولی	0.01	3	0.04	3	0.04	2	0.02	
میزان وفاداری مشتریان	0.05	3	0.16	3	0.16	2	0.11	
سهم بازار	0.10	4	0.38	3	0.29	2	0.19	
کیفیت خدمات یا محصولات	0.10	3	0.29	2	0.19	3	0.29	
مدیریت پوهنتون	0.10	3	0.30	1	0.10	1	0.10	
ارزش رقابت	0.11	3	0.34	3	0.34	3	0.34	
Totals	<b>1.00</b>		<b>3.35</b>		<b>2.70</b>		<b>2.18</b>	

### 1.10.4 External Factor Evaluation Matrix (EFE):

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 Department. 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 Department. 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 Department's 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 2.83 that help us in order to determine the IEF matrix.

ماتریکس تحلیل عوامل خارجی (EFE) External Factor Evaluation Matrix (EFE)			
فرصت‌ها Opportunities	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
د ژورنالیزم په برخه کې امنیتي او مسلکي اسانتیاوې شتون	0.06618	4	0.26
د ژورنالیزم مسلک څخه د خلکو د حمایت او زده کړی اندازه	0.07353	1	0.07
د حکومت سیاسي، اقتصادي عواملو تاثیر په ژورنالیزم باندې	0.05515	2	0.11
د ژورنالیزم مسلک رشد او انکشاف لپاره د بازار موجودیت	0.07353	4	0.29
د ټولنی لخوا د ژورنالیزم په برخه کې لوړو زده کړو د منلو اندازه	0.08088	4	0.32
د ژورنالیزم په برخه کې د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادی اندازه	0.07353	3	0.22
د ژورنالیزم په برخه کې د ټولنی اړتیاوو ته په کتو د فارغ التحصیلانو د تناسب اندازه	0.06618	4	0.26
د ژورنالیزم په برخه کې د ځانکو د شمیر زیاتوالی اندازه	0.07353	3	0.22
د ژورنالیزم ځانکو ترمنځ د سالم رقابت وضعیت	0.07721	2	0.15

تهدیدها Threats	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
د ژورنالیزم زده کریز قوانین او مقررات د حالاتو مطابق دی	0.07353	3	0.22
نورو داخلي او خارجي ادارو سره د ځانگي او پوهنتون د اړیکو اندازه	0.05147	4	0.21
په زده کړه کی د نوي تکنالوجي نه استفادي کچه	0.09191	3	0.28
د په مربوطه برخه کی د لا زیاتو فرصتونه شتون	0.06985	2	0.14
د تدریس او زده کړي په برخه کی پاملرني کچه	0.07721	3	0.23
<b>مجموعه TOTALS</b>	<b>1.00</b>		<b>3.00</b>

#### 1.10.5 Internal 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 Department's 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 Department. The total weighted score for the internal factor evaluation is 2.44 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			
قوتها Strengths	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
1. په اړوند ارگان ، پوهنتون کی ښه شهرت درلودل	0.0490	4	0.20
2. د کارمندانو، محصلانو، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه	0.0449	4	0.18
3. د ژورنالیزم ځانگي مدیریتي سیستم د بریالیتوب اندازه	0.0388	4	0.16
4. د کارکوونکو تر منځ تبعیض او جنجالونو نشتون په ځانگه کی	0.0408	4	0.16
5. د ځانگي د برنامه د مؤثریت او نوښتگري اندازه	0.0408	2	0.08
6. د کافي صحي خدماتو وړاندی کولو کچه	0.0429	4	0.17

7.	د عصري ټيكنالوجي په اساس زده كړيز پروگرامونو ته پاملرنه	0.0408	4	0.16
8.	د د بنځينه كارمندانو كچه په څانگه	0.0469	3	0.14
9.	د د انگليسي ژبي او عصري تدريس لپاره د مركز ته لاسرسي درلودل	0.0469	4	0.19
10.	د څانگي تحصيلي نصاب نوې كولو ته د پاملرنې اندازه.	0.0429	4	0.17
11.	د څانگي لخوا فزيكي لوبو ته توجه او سهولت برابرې كچه.	0.0306	1	0.03
12.	د پاركنگ او هاسټل سهولت	0.0367	4	0.15
13.	د يو فعال او ځوان كادرونو كوجوديت او د هغوى ونډه په څانگه، پوهنتون كى	0.0347	2	0.07
14.	په ټولنيز فعاليتونو كى د ونډى كچه	0.0347	4	0.14
15.	د بازار د اړتياو پر اساس د درسي نصاب ته د پاملرنې اندازه	0.0327	3	0.10
16.	په اداره كى مناسبت اړيکه موجوديت اندازه	0.0347	2	0.07
17.	د تحقيقي مقالو تجهيزاتو او امكاناتو موجوديت	0.0347	3	0.10
18.	د ژورناليزم څانگي د پاليسيو د مؤثريت او تطبيق اندازه	0.0388	4	0.16
19.	د مجربو ماستر او داکتر استادانو موجوديت	0.0327	2	0.07
20.	د استادانو او كارمندانو ظرفيت لوراوى ته د مسولينو د پاملرنې اندازه	0.0388	2	0.08
<b>ضعفها Weaknesses</b>				
		<u>وزن</u> <b>Weight</b>	<u>رتبه</u> <b>Rating</b>	<u>امتیاز موزون</u> <b>Weighted Score</b>
1.	د دغي څانگي lms او MIS سنګه ارزوى	0.049	3	0.15
2.	د كافي زيربنو موجوديت اندازه	0.051	3	0.15
3.	د برنامو موجوديت او د مطالعاتو او تحقيقاتو مركز ته پاملرنه	0.047	3	0.14
4.	د استادانو ظرفيت لوراوى ته د مسولينو د پاملرنې اندازه	0.039	0	0.00
5.	د بازار د اړتياو پر اساس د درسي نصاب ته د پاملرنې اندازه	0.031	0	0.00
8.	د كارمندانو ظرفيت لوراوى ته د مسولينو د پاملرنې اندازه	0.000	0	0.00
<b>مجموعه TOTALS</b>		<b>1.00</b>		<b>3.01</b>

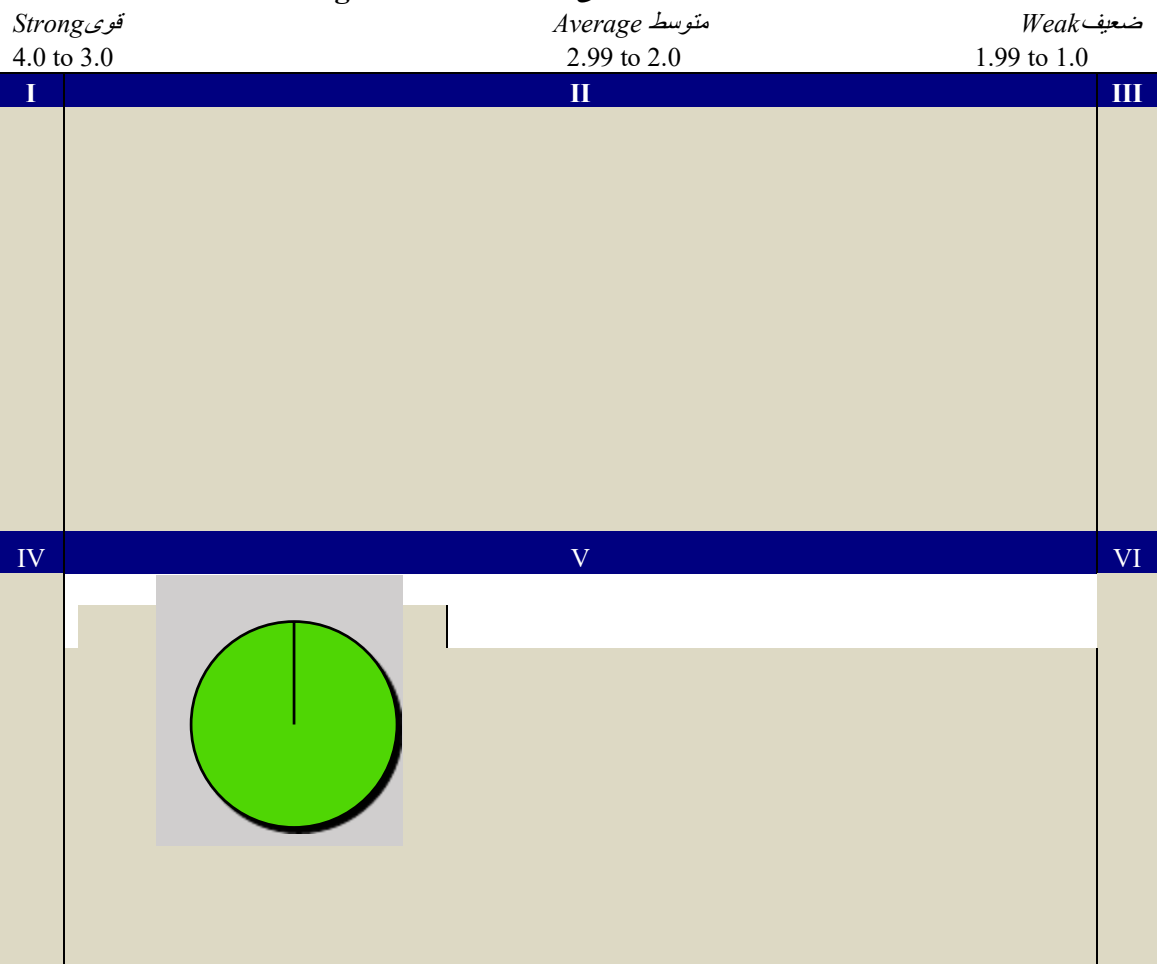
#### 1.10.6 Internal-External Matrix Analysis (IE Matrix):

Internal-External Matrix (IE Matrix) positioned the various divisions of the department 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 Department must create an IFE matrix and an EFE matrix associated with the Department. The total weight score obtained from these divisions allows the composition of the IE matrix at the Department 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 MoH of Afghanistan.

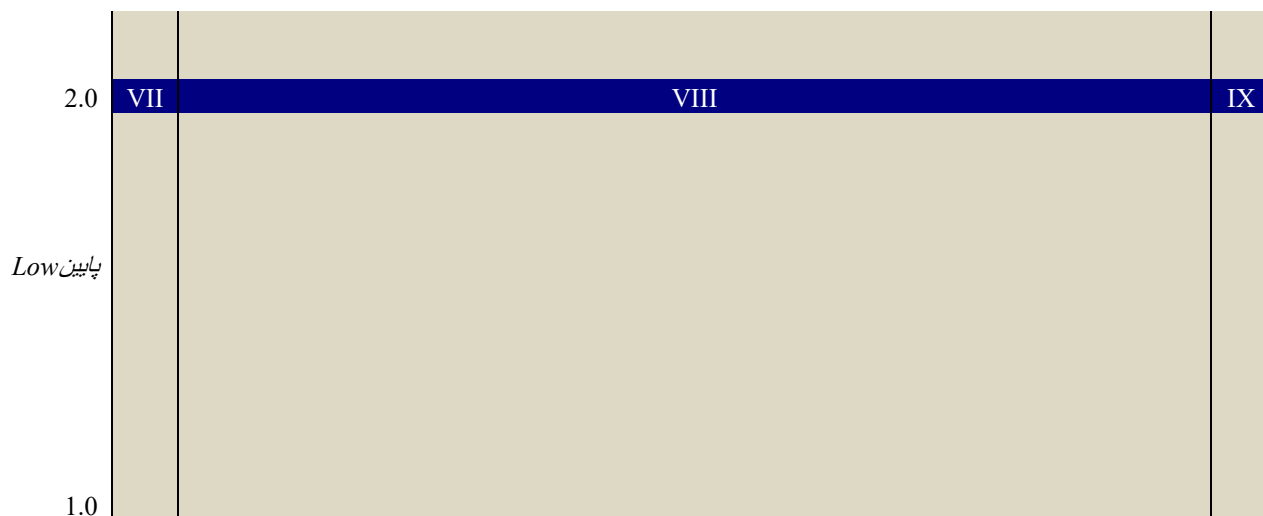
IE matrix could be divided into three major sections that have different strategy implications. First, the provisions for divisions included in cells II, III and IV could be described as growing and building that result in intensive strategy. Second, divisions entered in cells, I, V and IX could be handled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

**Return to START** بازگشت به صفحه استارت

**Total IFE Weighted Scores** مجموعه امتیاز موزون تحلیل عوامل داخلی



مجموعه  
امتیاز  
موزون  
تحلیل عوامل  
خارجی  
The EFE  
Total  
Weighted  
Scores



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 Department. 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 Department 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	
فرصت‌ها		وزن	رتبه داده شده	امتیاز موزون شده	رتبه داده شده	امتیاز موزون شده
1	د ژورنالیزم په برخه کې امنیتي او مسلکي اسانتیاوی شتون	0.0662	4	0.2647	4	0.2647
2	د ژورنالیزم مسلک څخه د خلکو د حمایت او زده کړی اندازه	0.0735	2	0.1471	3	0.2206
3	د حکومت سیاسي، اقتصادي عواملو تاثیر په ژورنالیزم باندې	0.0551	2	0.1103	3	0.1654
4	د ژورنالیزم مسلک رشد او انکشاف لپاره د بازار موجودیت	0.0735	1	0.0735	4	0.2941

5	د ټولنی لخوا د ژورنالیزم په برخه کې لوړو زده کړو د منلو اندازه	0.0809	4	0.3235	4	0.3235
6	د ژورنالیزم په برخه کې د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادی اندازه	0.0735	1	0.0735	4	0.2941
7	د ژورنالیزم په برخه کې د ټولنی اړتیاوو ته په کتو د فارغ التحصیلانو د تناسب اندازه	0.0662	2	0.1324	4	0.2647
8	د ژورنالیزم په برخه کې د ځانگو د شمیر زیاتوالی اندازه	0.0735	1	0.0735	3	0.2206
9	د ژورنالیزم ځانگو ترمنځ د سالم رقابت وضعیت	0.0772	2	0.1544	4	0.3088
<b>تهدیدها</b>						
		<b>وزن</b>	<b>رتبه داده شده</b>	<b>امتیاز موزون</b>	<b>رتبه داده شده</b>	<b>امتیاز موزون</b>
1.	د ژورنالیزم زده کړیز قوانین او مقررات د حالاتو مطابق دی	0.0735	1	0.074	4	0.294
2.	نورو داخلي او خارجي ادارو سره د ځانگي او پوهنتون د اړیکو اندازه	0.0515	1	0.051	4	0.206
3.	په زده کړه کې د نوي تکنالوجي نه استفادي کچه	0.0919	3	0.276	4	0.368
4.	د په مربوطه برخه کې د لا زیاتو فرصتونه شتون	0.0699	3	0.210	4	0.279
5.	د تدریس او زده کړي په برخه کې پاملرني کچه	0.0772	3	0.232	4	0.309
<b>استراتیژی دوم</b>						
<b>استراتیژی اول</b>						
<b>قوتها</b>						
		<b>وزن</b>	<b>رتبه داده شده</b>	<b>امتیاز موزون</b>	<b>رتبه داده شده</b>	<b>امتیاز موزون</b>
1.	په اړوند ارگان ، پوهنتون کی ښه شهرت درلودل	0.05	2	0.10	3	0.15
2.	د کارمندانو ، محصلانو ، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه	0.04	2	0.09	3	0.13
3.	د ژورنالیزم ځانگي مدیریتي سیستم د بریالیتوب اندازه	0.04	2	0.08	3	0.12
4.	د کارکوونکو تر منځ تبعیض او جنجالونو نشتون په ځانگه کی	0.04	2	0.08	3	0.12
5.	د ځانگي د برنامه د مؤثریت او نوښتگري اندازه	0.04	2	0.08	3	0.12
6.	د کافي صحي خدماتو وړاندی کولو کچه	0.04	3	0.13	4	0.17
7.	د عصري ټیکنالوجي په اساس زده کړیز پروگرامونو ته پاملرنه	0.04	3	0.12	3	0.12
8.	د د ښځینه کارمندانو کچه په ځانگه	0.05	3	0.14	2	0.09
9.	د د انگلیسي ژبي او عصري تدریس لپاره د مرکز ته لاسرسی درلودل	0.05	3	0.14	2	0.09
10.	د ځانگي تحصیلی نصاب نوی کولو ته د پاملرنی اندازه.	0.04	3	0.13	2	0.09
11.	د ځانگي لخوا فزیکي لوبو ته توجه او سهولت برابري کچه.	0.03	3	0.09	2	0.06
12.	د پارکنگ او هاسټل سهولت	0.04	3	0.11	2	0.07
13.	د یو فعال او ځوان کادرونو کوجودیت او د هغوی ونډه په ځانگه، پوهنتون کی	0.03	3	0.10	2	0.07
14.	په ټولنیز فعالیتونو کی د ونډی کچه	0.03	3	0.10	2	0.07
15.	د بازار د اړتیاو پر اساس د درسي نصاب ته د پاملرنی اندازه	0.03	3	0.10	2	0.07
16.	په اداره کی مناسبت اړیکه موجودیت اندازه	0.03	3	0.10	2	0.07
17.	د تحقیقی مقالو تجهیزاتو او امکاناتو موجودیت	0.03	3	0.10	2	0.07
18.	د ژورنالیزم ځانگي د پالیسیو د مؤثریت او تطبیق اندازه	0.04	3	0.12	2	0.08
19.	د مجربو ماستر او داکتر استادانو موجودیت	0.03	3	0.10	2	0.07
20.	د استادانو او کارمندانو ظرفیت لوړوی ته د مسؤلینو د پاملرنی اندازه	0.04	3	0.12	2	0.08
<b>ضعفها</b>						
		<b>وزن</b>	<b>رتبه داده شده</b>	<b>امتیاز موزون</b>	<b>رتبه داده شده</b>	<b>امتیاز موزون</b>

1.	د دغي ځانگي lms او MIS سټوگه ارزوی	0.05	2	0.10	2	0.10
2.	د کافي زیربناو موجودیت اندازه	0.05	3	0.15	3	0.15
3.	د برنامو موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه	0.05	3	0.14	1	0.05
4.	د عصري تکنالوژیو او د تدریس د نوو روشونو څخه د استفادې اندازه	0.04	3	0.12	2	0.08
5.	د ژورنالیزم د مناسبو زده کړییزو تجهیزاتو، امکاناتو او زیر بناو موجودیت	0.03	2	0.06	2	0.06
7						
<b>مجموعه</b>				<b>4.63</b>		<b>5.85</b>

The above Table represents the two alternative strategies are being considered by the Journalism Department of Khurasan University. We have identified two strategies via SWOT analysis. Overall, the results of the QSPM for the Journalism department reveals that the Faculty should adopt the second strategy and priority should be given to the second strategy. Specifically, the summed total attractiveness score is 4.63 for Strategy 1. The score of the second strategy is 5.85 that is higher than the score of 4.63 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, the academic strategies are more attractive as compare to the general strategies. Therefore, the strategy 02 would be prioritized as compare to the strategy 01. The second strategy that we come across is the academic strategy. As earlier mentioned, the QSPM is structured with the help of identified threats, opportunities, weaknesses, and strengths.

#### 1.10.8 SWOT Analysis:

##### 1.10.8.1.1 Strength

قوت ها	
1.	په اړوند ارگان ، پوهنتون کی ښه شهرت درلودل
2.	د کارمندانو، محصلانو، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه
3.	د ژورنالیزم ځانگي مدیریتي سیستم د بریالیتوب اندازه
4.	د کارکوونکو تر منځ تبعیض او جنجالونو نشتون په ځانگه کی
5.	د ځانگي د برنامو د مؤثریت او نوښتگري اندازه
6.	د کافي صحي خدماتو وړاندی کولو کچه
7.	د عصري ټیکنالوجي په اساس زده کړیز پروگرامونو ته پاملرنه
8.	د د ښځینه کارمندانو کچه په ځانگه
9.	د د انگلیسي ژبي او عصري تدریس لپاره د مرکز ته لاسرسي درلودل
10.	د ځانگي تحصیلی نصاب نوی کولو ته د پاملرنی اندازه.
11.	د ځانگي لخوا فزیکي لوبو ته توجه او سهولت برابري کچه.
12.	د پارکنگ او هاسټل سهولت
13.	د یو فعال او ځوان کادرونو کوجودیت او د هغوی ونډه په ځانگه، پوهنتون کی
14.	په ټولنیز فعالیتونو کی د ونډی کچه
15.	د بازار د اړتیاو پر اساس د درسي نصاب ته د پاملرنی اندازه



16	په اداره کې مناسټ اړیکه موجودیت اندازه
17	د تحقیقی مقالو تجهیزاتو او امکاناتو موجودیت
18	د ژورنالیزم ځانګړي د پالیسیو د مؤثریت او تطبیق اندازه
19	د مجربو ماسټر او ډاکټر استادانو موجودیت
20	د استادانو او کارمندانو ظرفیت لورای ته د مسؤلینو د پاملرنې اندازه

### 1.10.81.2. Weaknesses:

ضعف ها	
1.	د دغې ځانګړي Ims او MIS سټرګه ارزوی
2.	د کافي زیربناو موجودیت اندازه
3.	د برنامو موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه
4.	د عصري تکنالوژيو او د تدریس د نوو روشونو څخه د استفادې اندازه
5.	د ژورنالیزم د مناسبو زده کړیزو تجهیزاتو، امکاناتو او زیر بناو موجودیت

## 1.10.8.2 External Factors

### 1.10.8.2.1 Opportunities

فرصت ها	
1	د ژورنالیزم په برخه کې امنیتي او مسلکي اسانتیاوې شتون
2	د ژورنالیزم مسلک څخه د خلکو د حمایت او زده کړې اندازه
3	د حکومت سیاسي، اقتصادي عواملو تاثیر په ژورنالیزم باندې
4	د ژورنالیزم مسلک رشد او انکشاف لپاره د بازار موجودیت
5	د ټولنی لخوا د ژورنالیزم په برخه کې لوړو زده کړو د منلو اندازه
6	د ژورنالیزم په برخه کې د معاصرو مطالعاتی او تحقیقاتی منابعو د استفادې اندازه
7	د ژورنالیزم په برخه کې د ټولني اړتیاوو ته په کتو د فارغ التحصیلانو د تناسب اندازه
8	د ژورنالیزم په برخه کې د ځانګړو د شمیر زیاتوالی اندازه
9	د ژورنالیزم ځانګړو ترمنځ د سالم رقابت وضعیت

1.

### 1.10.8.2.1 Threats

تهدید ها	
1.	د ژورنالیزم زده کړیز قوانین او مقررات د حالاتو مطابق دی
2.	نورو داخلي او خارجي ادارو سره د ځانګړي او پوهنتون د اړیکو اندازه
3.	په زده کړه کې د نوي تکنالوجي نه استفادې کچه
4.	د په مربوطه برخه کې د لا زیاتو فرصتونه شتون

### 1. Strategic Matrix:

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

Internal Factors	Strengths	Weakness
	<p>1 په اړوند ارگان ، پوهنتون کی ښه شهرت درلودل</p> <p>2 د کارمندانو، محصلانو، استادانو او مسؤلانو ترمنځ د همکارۍ اندازه</p> <p>3 د ژورنالیزم ځانگي مدیریتي سیستم د بریالیتوب اندازه</p> <p>4 د کارکوونکو تر منځ تبعیض او جنجالونو نشتون په ځانگه کی</p> <p>5 د ځانگي د برنامو د مؤثریت او نوښتگري اندازه</p> <p>6 د کافي صحي خدماتو وړاندی کولو کچه</p> <p>7 عصري ټیکنالوجي په اساس زده کړیز پروگرامونو ته پاملرنه</p> <p>8 د ښځینه کارمندانو کچه په ځانگه</p> <p>9 د انگلیسي ژبي او عصري تدریس لپاره د مرکز ته لاسرسی درلودل</p> <p>10 د ځانگي تحصیلی نصاب نوی کولو ته د پاملرنی اندازه</p> <p>11 د ځانگي لخوا فزیکي لوبو ته توجه او سهولت برابرې کچه.</p> <p>12 د پارکنگ او هاسټل سهولت</p> <p>13 د یو فعال او ځوان کادرونو کوجودیت او د هغوی ونډه په ځانگه، پوهنتون کی</p> <p>14 په ټولنیز فعالیتونو کی د ونډی کچه</p> <p>15 د بازار د اړتیاو پر اساس د درسي نصاب ته د پاملرنی اندازه</p> <p>16 په اداره کی مناست اړیکه موجودیت اندازه</p> <p>17 د تحقیقی مقالو تجهیزاتو او امکاناتو موجودیت</p> <p>18- د ژورنالیزم ځانگي د پالیسیو د مؤثریت او تطبیق اندازه</p> <p>19 د مجربو ماسټر او داکتر استادانو موجودیت</p> <p>20 د استادانو او کارمندانو ظرفیت لوراوی ته د مسؤلینو د پاملرنی اندازه</p>	<p>1 د دغي ځانگي lms او MIS سنگه ارزوی</p> <p>2 د کافي زیربناو موجودیت اندازه</p> <p>3 د برنامو موجودیت او د مطالعاتو او تحقیقاتو مرکز ته پاملرنه</p> <p>4 د استادانو ظرفیت لوراوی ته د مسؤلینو د پاملرنی اندازه</p> <p>5 د بازار د اړتیاو پر اساس د درسي نصاب ته د پاملرنی اندازه</p> <p>6 د کارمندانو ظرفیت لوراوی ته د مسؤلینو د پاملرنی اندازه</p>

<p><b>External Factors</b></p>		
<p><b>Opportunities</b></p> <p>1 د ژورنالېزم په برخه کې امنيتي او مسلکي اسانتياوې شتون  2 د ژورنالېزم مسلک څخه د خلکو د حمايت او زده کړې اندازه  3 د حکومت سياسي، اقتصادي عواملو تاثير په ژورناليزم باندې  4 د ژورنالېزم مسلک رشد او انکشاف لپاره د بازار موجوديت  5 د ټولني لخوا د ژورنالېزم په برخه کې لوړو زده کړو د منلو اندازه  6 د ژورنالېزم په برخه کې د معاصرو مطالعاتي او تحقيقاتي منابعو د استفادې اندازه  7 د ژورنالېزم په برخه کې د ټولني اړتياوو ته په کتو د فارغ التحصيلانو د تناسب اندازه  8 د ژورنالېزم په برخه کې د ځانگو د شمير زياتوالي اندازه د ژورناليزم ځانگو ترمنځ د سالم رقابت وضعيت</p>	<p><b>SO Strategies</b></p> <p>1. Profit rising (S1, S2, S3, S4, S5, S6, S11, S15, S17, S18, S20, S21, W3, O2, O10, O11, O12)</p> <p>2. Bilateral MOUs. (S4, S10, S21, W2, W8, O5, O7, T3, T6, T13)</p>	<p><b>WO Strategies</b></p> <p>1. Hiring high qualified lecturers (W1, S18, S20, S21, W2, W5, W6, O1, O3, O4, O5)</p> <p>2. Rising research culture (S18, S20, S21, W2, W6, O2, O5)</p>
<p><b>Threats</b></p> <p>1 د ژورنالېزم زده کړيز قوانين او مقررات د حالاتو مطابق دی  2 نورو داخلي او خارجي ادارو سره د ځانگي او پوهنتون د اړيکو اندازه  3 په زده کړه کې د نوي تکنالوجي نه استفادې کچه  4 په مربوطه برخه کې د لا زياتو فرصتونه شتون  5 د تدريس او زده کړي په برخه کې پاملرني کچه</p>	<p><b>ST Strategies</b></p> <p>1. Promoting the department administrative system (S5, S7, S8, S9, S10, S11, T5, T7)</p> <p>2. Improving E-learning activities. (S1, S3, S4, T4, T5, T6)</p>	<p><b>WT Strategies</b></p> <p>1. Quality enhancement and accreditation. (W3, W5, W8, W9, T7)</p> <p>2. Promoting coordination and collaboration. (W6, S18, S20, S21, T4, T6, T7)</p>

1.7. Strategic theme, vision, mission

1.8.1. Strategic themes and commitments:

I. Capacity Building

2. Excellence in teaching and learning
3. Excellence in Researches and Innovation
4. Quality Assurance and Accreditation
5. Information and Communication Technology
6. department Infrastructure
7. Enterprise development

### **1.8.2. Vision**

The Department of Journalism wants to train journalists and media experts in a professional manner to create a standard media environment in the country, create intellectual development in the society and on the basis of this, the media can fulfill its responsibilities properly.

### **1.8.3. Mission**

The Journalism department with the help of master teachers and qualified personalities train people according to today's requirements, who can carry out their media missions in the right way and create innovations in accordance with the interests of our country, national strategy and ethical standards.

1.8.4. Core values:

- Respect to human and give priorities to Islamic values
- Respect for Afghan traditions and customs.

1.8.5. Strategic Goals

The goals of the strategic plan of Journalism department are to improve and promote the process of Higher Education. By implementing this plan, the department will be able to train and present such individuals to the society in different aspects of life who can find

ways and paths 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 has already targeted to be attained.

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

1. Excellence in Journalism
2. Excellence in Mass Communication
3. Quality Assurance and Accreditation
4. Information and Communication Technology
5. Enterprise development

#### 1.9. Implementation and Monitoring:

Every year, the strategic plan committee develops an action and execution plan to accomplish the objectives of the strategic plan in an effective and productive manner. The strategic plan committee would then execute and oversee all 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 academic council at the end of each semester. The academic council will look over it and track its progress.

## Chapter # 2

### 2. Capacity Building

#### 2.1. Introduction:

In the current competitive environment, capacity building or building up the employee's background is very essential for persistent growth and development of the department or organization.

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, organizational development and institutional development.

#### **Objective 1: Modification in Organizational Structure**

In order to improve operational activities efficiently and provide clarity to employee at all level, the social sciences and humanities intend to modify its organizational structure.

Strategies:

We will achieve our objective by

Action:

1. Under the chancellor/President office three vice-chancellors will operate. viz. vice-chancellor academic affairs, vice-chancellor administration and vice-chancellor students' affairs.
2. Journalism department establishes student affairs and design its hierarchy structure.
3. Creating Administrative council, beside academic council.
4. Create / Appointing academic advisory board.
5. Create / Appointing administrative advisory board.
6. Journalism department establishes committees which conducts and performs activities based on the department and department requirements for further improvements.

### **Objective 2: Administrative staff capacity building:**

In order to improve expertise & skills of administrative employees at the individual level and organization level, the journalism department will arrange short term trainings and workshops. So, as they could perform their duties efficiently and effectively.

#### **Key Strategies:**

We will achieve our objective by:

1. Prolong organizing regular workshops for administrative academics and administrative staff with experienced academic administrators, administrative officers from the public and private sector as resource persons.
2. A regular need assessment related to capacity building gave a sketch of training programs.
3. Arranging training program on time management.
4. Arranging office management workshops.
5. Arranging report writing.
6. Arranging training sessions on MIS.
7. Arranging training programs for public dealing.
8. Arranging training programs to technical employees at library, studios, career center and media personnel.
9. Tie training to identified development plans obtained in annual performance appraisals.
10. Require supervisors to undergo training in basic supervisory skills and to refresh and update those skills on a regular basis.
11. Increase the number of staff in strategically important areas and given equal employment opportunities to females

### **Objective 3: Capacity building for department members:**

All the department members of journalism department requisite to increase their academic, teaching, research and administrative skills. 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:**

We will achieve our objective by:

1. Conducting training program for lecturers to learn the skills of preparing well teaching materials

2. Conducting OBE-SCL workshops for Lecturers
3. Train lecturers in the field of TOEFL learning
4. Conducting academic writing training programs for lecturers.
5. Making academic research training programs for lecturers and students.
6. Making understanding of Quality Enhancement training programs for lecturers.
7. Persuading lecturers to take Journalism courses and to get relevant certificates.
8. Providing facilities for lecturers to participate in the fellowship and training programs.
9. Conducting short-term training courses for lecturers in learning the skills of curriculum revising.
11. Making logical proportion between enrolment and graduation of the students.

**Objective 4: Increase enrolments through expanding the opportunities for higher education.**

**Key Strategies:**

We will achieve our objective by:

1. Increase the students' intake through existing internal under graduate programs.
2. Increase the students' intake through new internal and external under graduate programs.
3. Conduct continuing professional development programs (trainings, workshops, seminars) to meet the needs of the professional community.

**Objective 5: 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 recognizing and rewarding high-performing students.
2. Adopt a holistic approach to education that will produce skilled, self-confident and socially responsible undergraduates, conscious of their role in contributing to the national development effort and social transformation.

**Objective 6: Increase campus engagement and satisfaction for students.**

**Strategies:**

We will achieve our objective by:

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 and accomplishment.

**Objective 7: Supply Well- Equipped and Educated Workforce to society.**

**Strategies:**

We will achieve our objective by:

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. Prolong to put creative inquiry and problem solving at the center of the Journalism department, 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 studios, 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.

**Objective 8: Increase the employability ratio of undergraduates.**

**Strategies:**

We will achieve our objective by.

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 student's employability, the career center sign MOU's with local and international organizations.

**Conclusion:** The Journalism department will enhance their capacity building through these strategies at all levels of capacity building process such as human resources development, management and organizational development because these skills are desperately required by the department for further effective performance and result-in accomplishments.

## Chapter # 3

### Excellence in teaching and learning

#### Introduction

Obviously, the main purpose of strategic plan of Journalism department is to further enhance the quality of teaching and learning process. To add up, in order to attain this goal capacities of the lecturers must be taken into the account during their recruitment and selection process. Furthermore, Journalism department 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.

#### Department Excellence:

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. So, it is essential to keep up-to-date of and deal with competition for department, to reduce losses of valued department through enhanced retention efforts, and to increase the diversity of the department as a whole.

#### **Objective I: Increase the size and quality of department in strategically important academic areas.**

#### Strategies:

We will achieve our objective by:

1. Emphasize a department 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. Develop regular, systematic, and transparent mechanisms for reallocating department positions across academic units in order to strengthen select areas.
3. Give equal employment opportunities for female.

#### **Objective2: Ensure competitive department compensation.**

#### Strategies:

We will achieve our objective by:

1. Keep average department salaries at or above the median among peer institutions.
2. Benchmark and regularly assess fringe benefits to ensure that these remain abreast of the competition, including work/life issues.
3. Assess and benchmark start-up packages and ongoing support for research, defining a set of peer universities for this purpose.

### **Objective 3: Develop and implement polices to retain highly valued department.**

#### Strategies:

We will achieve our objective by:

1. Providing competitive environment within higher education makes retention of outstanding department.
2. Providing a vibrant intellectual environment, excellent students undergraduate and the resources to achieve their professional goals and aspirations.
3. Be Proactive by making counteroffers prompt and addressing work-life issues, when highly valued department are being courted or have offers from other faculties and universities.
4. Enhance efforts to retain highly valued department by ensuring that they have strong support for their research, teaching, and public engagement.
5. Make aggressive and extraordinary efforts to retain early-to mid —career departments who are "rising stars" or highly promising or accomplished for their career stge.

### **Objective 4: Devise and implement new mechanism or policies for rewarding outstanding department and for continually assessing department performance as scholars and teachers.**

#### Strategies:

We will achieve our objectives by:

1. ❖ Develop a special fund for providing special monetary rewards (bonuses, Ramadan pay, and seed funds for research) for exceptional academic accomplishments.
2. ❖ Develop a campus-wide effort to nominate candidates every year for prizes and awards.
3. ❖ Give special recognition to and publicize department who receive distinguished academic awards and honor from their peers.
4. ❖ Develop in each department or academic unit performance assessments for all departments to promote excellence in department teaching, research, and public engagement to ensure it is recognized and rewarded.
5. Fostering an exciting intellectual environment by providing opportunities for more dialogue and engagement.
6. ❖ Devise new ways to foster constructive dialogue on important intellectual issues among department, students, and staff within and across academic units.
7. ❖ Develop a department club on campus and ensure that there are conversation spaces for department, professional and undergraduate/professional students across areas of campus.
8. ❖ Assist department chairs in their efforts to create and sustain a positive department culture in which department engage in constructive exchange on

their scholarship and work together effectively as department or program colleagues.

**Objective 6: Develop ways to enable department 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. ❖ Have the deans, and department Heads review how they use department time to accomplish administrative tasks.
2. ❖ Streamline university procedures that make substantial use of department time and draw them away from their core academic activities (e.g. reduce the number or size of department committees).
3. ❖ Carefully consider the impact of staff on department productivity in their core academic activities when deciding staffing levels and functions. ❖ Develop creative ways to use new technologies to reduce administrative burden on department.
4. Education Excellence
5. Introduction
6. From the last 15 years or so, the Journalism department has invested heavily in the student living-learning environment and achieved great success in providing an impressive range of educational and co-curricular activities inside formal class work. Journalism department has many inside the-classroom educational and co-curricular activities beyond those treated in this plan. While such existing strengths should be maintained and nurtured, this strategic plan argues that, for the next five years, the department should give special attention to attending more education excellence.

**Objective 7: Strengthen institutional structures that promote pedagogical innovations both centrally and within the department.**

Strategies:

We will achieve our objective by:

1. Strengthen the capacity (administrative and budgetary) of the office of the department to facilitate and support educational innovations.
2. Provoke the department to experiment with new pedagogies (e.g., field based learning) and new technologies, recognizing the different pedagogies appropriate for different disciplines and programs.
3. Provide and Establish funds to provide summer salary or other forms of support to department with creative proposals for new courses that meet important educational needs of students and that cross intellectual boundaries.
4. Support educational innovations beyond the classroom (e.g., service learning).

5. For the students centered, we emphasize on teaching on student learning and accomplishment, and ensure that our pedagogical and assessment practices are fair and rigorous in facilitating this.
6. For the better educational system, we explore methods to provide quality education to learn and achieve goals in Afghanistan and also to develop pedagogies that are informed by current research in theory and practice and responsive to the educational needs of students, particularly those from disadvantaged educational backgrounds.

**Objective 8: Adjusting current curricula according to new methods**

**By utilizing or using new methods for students and learning process will heavily help educational system for better learning, on the other hand, adapting adjusting to new methods can help shape the educational system effectively.**

Strategies:

We will achieve our objective by:

1. We will be working with employers, professional bodies, alumni and other stakeholders to ensure our degree programmers are responsive to need, producing graduates with socially and economically valuable attributes and expertise.
2. Adapting the activities of curricula committee with new methods.  
Asking teaching materials and Individual Action Plans by the lecturers according to new methods (OBE, SCL).
3. Assessing teaching materials and activities according to new methods.
4. Practically meet and apply new methods in teaching by lecturers.
5. Improve Academic communication of students to develop skills in Journalism.
6. Provide students with practice writing assignments.
7. Solving case studies.
8. Conducting research excises.
9. guiding and directing students to search for further learning.

**Conclusion**

The main and vital purpose of Journalism department is to provide quality education for students and help or assist the lecturers by adapting or adjusting new methods to have better educational process.

## Chapter # 4

### Excellence in Research and Innovation

#### Introduction

As it is very important that research must be taken into the account that must common in the country. Moreover, it is also mentionable and crucial that Journalism department tries to provide opportunities and chances for the students and lecturers. Journalism department struggles to be the research Centre that lecturers will conduct research and promote research culture in the country.

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

#### Strategies:

We will achieve our objectives by:

1. Make sure that persons of high caliber and research capacity are recruited.
2. Proving funds or financially support students to do research.
3. Promoting and establishing the concept of group research in academic department.
4. facilitate 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. engaging or putting research into teaching and learning to be practically practice; include research projects into degree programs with staff collaboration in all faculties.
2. Providing opportunity of research center and create cadre positions
3. Establish the department level research committee.
4. Conduct and develop collaborative research projects with industry.
5. Establish or Create research collaborations with international research organizations.
6. Increasing and publishing academic researches and printing them in the academic magazine of university and other international magazines (journals).

7. Each and every department must publish at least 10 research papers every year.
8. Getting ISSN for our research journal.
9. Purchasing of two data analysis software such smart PLS and SPSS.

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

**Strategies:**

We will achieve our objectives by:

- ❖ Establish a department Journal in different disciplines for publication of research.
- ❖ Continue to arrange regular meetings in departments to discuss research activities.
- ❖ Arrange or Organize training workshops for staff members and training of trainer.
- ❖ Reward researchers who perform high quality research with opportunities for further research and career development.
- ❖ Each department must establish research awards for different levels of staff, and also for students.

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

**Strategies:**

We will achieve our objective by:

- ❖ activity based modules are introduced on the following: introduction to Research methods, Proposal writing, Methodology and data analysis.
- ❖ Purchase of licensed software such as SPSS etc.
- ❖ Organize Annual Graduate Symposium for students to present their work and share experiences.

**Objective 5:** Maintain high ethical values and standards in research, with social responsibility.

**Strategies:**

We will achieve our objectives by:

- Develop and improve guidelines and code of ethics for research.
- Struggle to establish ethics review committees in all faculties while upgrading and attempting to achieve international standards in ones where committees have already been established.



## Conclusion

Overall, the Journalism department put its triumphs into practice to assist lecturers conduct researches and beside of that, making this research culture more common in the university.

## Chapter # 5

### Quality Assurance and Accreditation

#### Introduction

Based on MoHE (Ministry of Higher Education) guidelines, Khurasan University has successfully obtained and accomplished two phases of quality assurance. so now Khurasan University tries to accomplish effectively the second phase. Based on the process, our journalism department has played vital role not only in the second phase but also will do really well for the third phase as well as mentioned above, the university is nominated for the third phase for the MoHE quality assurance process. In order to meet the standards of quality assurance in line with the Ministry of Higher Education, this section of the Strategic Plan (1399-1404) covers all the strategies and actions which would be undertaken in upcoming five years.

#### **Objective 1:** Preparation of Self-Assessment Reports

For the heightening of quality assurance with the department, preparing self-assessment reports that shall be associated with self-assessment reports of all departments, and then producing one report of self-assessment on department level from all reports of faculties.

#### **Actions:**

1. All department (s) or shall prepare self-assessment action plan.
2. The action plan of department or departments shall be reviewed carefully.
3. All conducted self-assessment should be integrated and based on them make one action plan.
4. After making one action plan, action plan should be reviewed.
5. Producing the integrated self-assessment action plan.
6. Integrated self-assessment plan shall be sent to all departments or department.

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

Staff on department

As it is required that all staff members should be awarded so the quality enhancement should be introduced to employees and staff. For that, all employees and staff of the university should understand exclusively the key objectives, influences and values of Quality Enhancement Process.

#### **Actions:**

1. Introducing quality enhancement process to faulty employees effectively.

2. Presenting several seminars and workshops to employees on departmental levels, faculties levels and university level.
3. Delivering and presenting objectives, values, influences, issues and advantages related to Quality Enhancement to all employees of department.

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

All employees on university level, department level and on department level shall participate in the implementation processes of the standards and sub standards presented in framework by Directorate of Quality Assurance and Accreditation Ministry of Higher Education (MoHE), Islamic Republic of Afghanistan. All the causes which avert its application must be elucidated, and appropriate solutions shall be presented.

**Actions:**

1. Applying main 11 standards and 49 sub standards through Quality Assurance Department of the university.
2. Understanding each main standard and sub-standard and giving application of all these in each relevant activity and task.
3. Considering all 49 sub-standards while giving application to each main standard.
4. Causes of all obstacles which averts the application of the process shall be elucidated and an appropriate solution shall be delivered.
5. Once all causes have been elucidated then reviewing, and enriching each standard.

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

Based upon the plans and schedule, supervising the process of quality enhancement of the overall department. For a reason that, activities of all faculties shall be more satisfied. Supervision of all faculties and departments shall be gradually re-assessed. In final stage of supervisory process, all issues and obstacles shall be found out which avert the application of the standards and an appropriate solution must be suggested to them.

**Actions:**

1. All administrative and teaching tasks of departments and faculties shall be supervised based on schedule and plan.
2. Causes of all complications which averts the application of the process shall be elucidated and an appropriate solution shall be provided
3. When reasons are clarified, then reviewing, and enriching each standard.
4. Recommending likely solutions for issues and problems of supervisory result afterward assessments.

## **Objective 5:** Discovering Weak Points through Process of Quality

Enhancement and incorporating them

In the event of poor application of criteria in quality enhancement processes, the determination of all factors will enhance them, in order to evaluate and supervise the weak points of the standards to improve quality in order to finalize and enrich the solution of problems and facilities for them.

### **Actions:**

1. Identifying factors which avert quality enhancement application in university.
2. Incessantly finding out weak points
3. The weak points shall be constantly found.
4. Identifying solutions to all weak points.
5. Identifying factors which avert application of standards and enabling them.
6. Enriching weak points with resources and facilities available.

### **Conclusion**

(QEA) Quality enhancement accreditation requires that all university and department's staff are fully aware of and know about all criteria. If the criteria are misapplied, find out what they are and provide them with solutions and facilities to ensure that the criteria are applied correctly and the department achieves its specific goals and objective.

## Chapter # 06

### Information and Communication Technology

#### 6.1 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 Journalism department 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 Journalism department .

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 (1400-1404) of the Khurasan University.

## Chapter #7

### Participation in the Development of Society and Sports

The main aim of the Journalism Department is to dedicate high quality of professional personality to society with academic and professional skills related the department and learning experience. Our goal is to contribute in the social development through students, education, research and teaching, sports, ceremonies and other social activities.

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

#### Key Strategies:

1. We will help and serve educational institutions and universities the field of journalism
2. Participation in the celebration of national, international and historical events and days.
3. We will prepare seminar and workshops to the institutions in the related field.

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

#### Key Strategies:

1. Journalism Department and its students are committed to the interests of the faculty and society at all in their relevant job environments.
2. Journalism Department 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 of Journalism Department and faculty members to participate in physical activities.
2. Increase our students to support sports programs.
3. Participation in all the sport programs arranged by the Faculty and 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 #8

### Budget

#### 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.

**Table 4. Budge for Journalism Department**

Budget of Journalism Department						
s.no.	Description	Units	Estimated cost	Period		Remarks
				Start	End	
1.	Departmental Library	1	368000	1400	1404	
2.	Studio	1	500000	1400	1404	
3.	Professional Camera	1	75000	1400	1404	
	Total		943000			

Budget for Research activities							
S.no	Description	Unit	Rate	Estimated cost	Period		Remarks
					Start	End	
1.	Publication of research papers	20	5000	100000	1400	1404	
3.	Reward for high quality research	2	5000	10000	1400	1404	
	Total			110,000			

**Grant total of Journalism Department: = 1053000**