Islamic Emirate of Afghanistan
Ministry of Higher Education
Khurasan University

Strategic Plan

(1400-1404)

Khurasan University, Jalalabad, Afghanistan

Approval of Strategic plan:

Prepared by

University Strategic plan Committee _____

Approved by:

Academic Council _____

Approved by:

Ministry of higher Education _____

Date:

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President's Message of Khurasan University

Dear Colleagues and Friends:

This Strategic Plan is central to shaping KU's 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 2015-2020 strategic plan. This quantitative progress highly validates the continuous focus and dedication of KU 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 continue to focus on KU's 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 strongly resonate with KU's vision and reflect the hopes and dreams of Khurasan University 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 KU 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 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,

_____

President

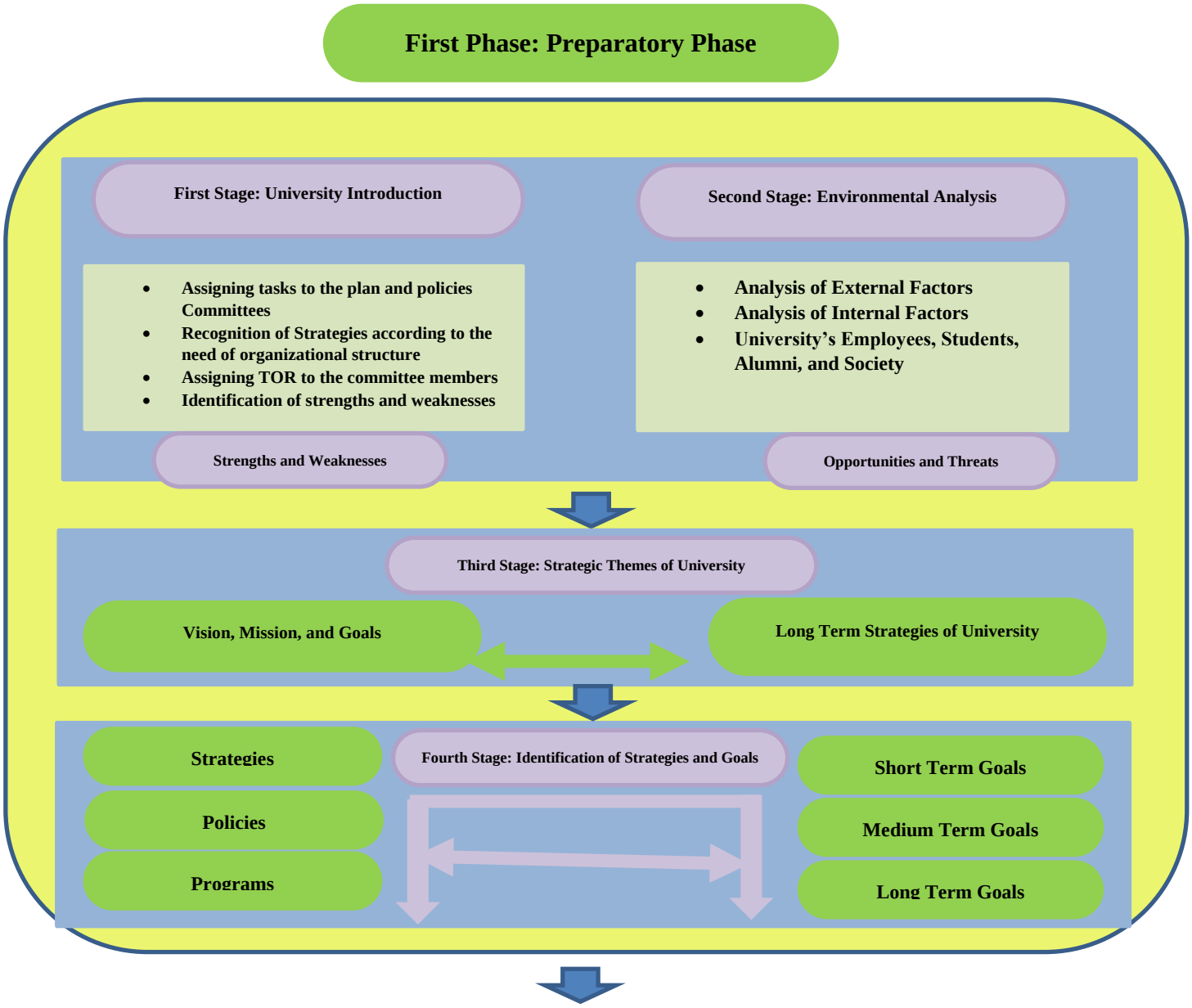
Ahmad Tariq Kamal

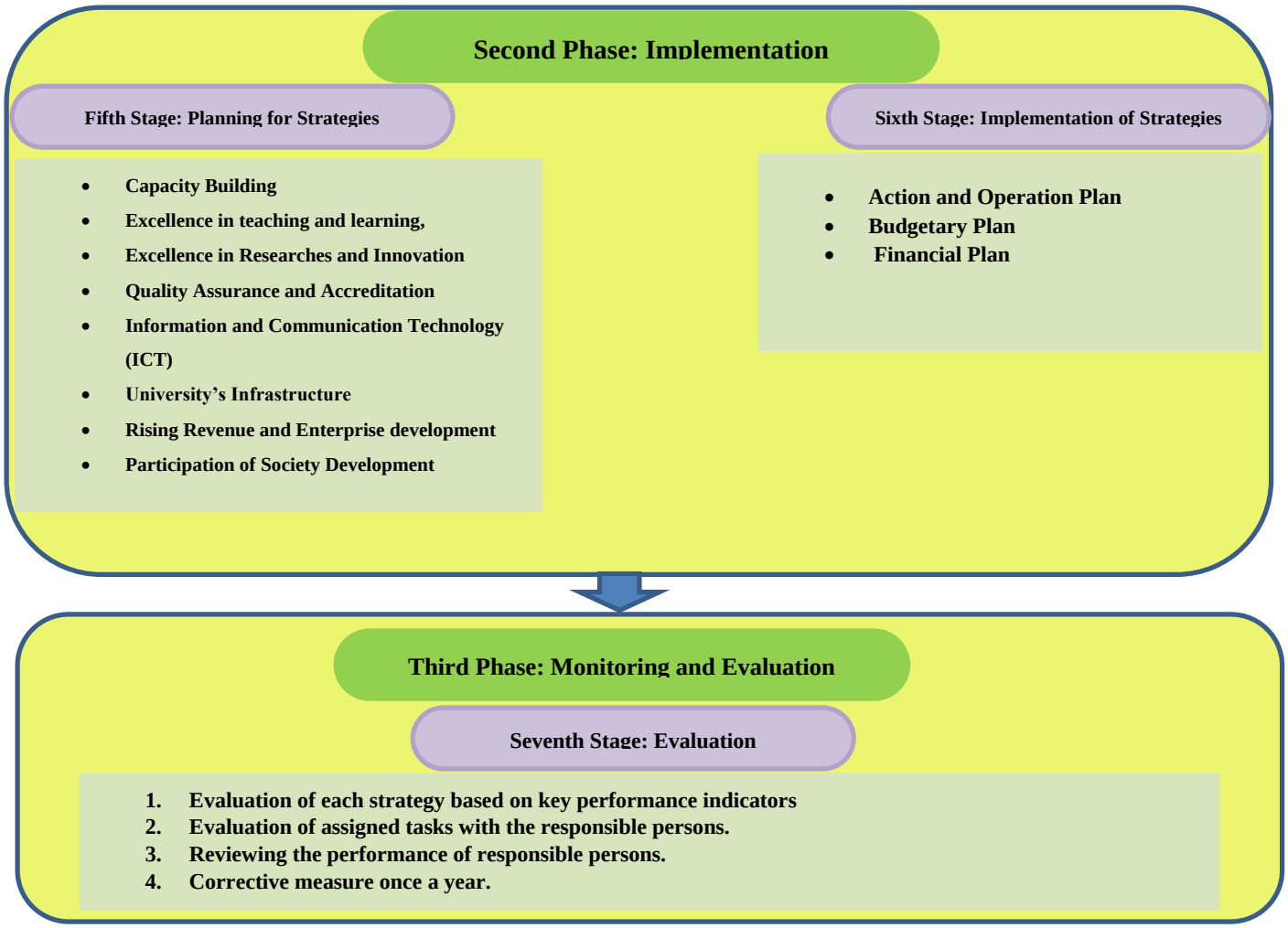
Process of Strategic planning:

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 faculty deans, the Head of Quality Assurance, and two lectures. The committee members first went through the previous plans and looked for flaws. The committee also looked into the ministry of higher education's guidance. Then it begins work on the strategic plan after thoroughly examining all of the procedures. First and foremost, two questionnaires, internal and external were created to collect data. These questionnaires were distributed to faculty, administrative personnel, students, alumni, and employers from both public and private organizations. Following data analysis, the committee produced a SWOT and SWOT matrix for the 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 (2021-2025) 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 model is adopted for the strategic plan of Khurasan University.


First Phase: Preparatory Phase
First Stage: University Introduction
Assigning tasks to the plan and policies Committees
Recognition of Strategies according to the need of organizational structure
Assigning TOR to the committee members
Identification of strengths and weaknesses
Strengths and Weaknesses
Second Stage: Environmental Analysis
Analysis of External Factors
Analysis of Internal Factors
University's Employees, Students, Alumni, and Society
Opportunities and Threats
Third Stage: Strategic Themes of University
Vision, Mission, and Goals
Long Term Strategies of University
Strategies
Policies
Programs
Fourth Stage: Identification of Strategies and Goals
Short Term Goals
Medium Term Goals
Long Term Goals


Second Phase: Implementation
Fifth Stage: Planning for Strategies
Capacity Building
Excellence in teaching and learning,
Excellence in Researches and Innovation
Quality Assurance and Accreditation
Information and Communication Technology (ICT)
University's Infrastructure
Rising Revenue and Enterprise development
Participation of Society Development
Sixth Stage: Implementation of Strategies
Action and Operation Plan
Budgetary Plan
Financial Plan
Third Phase: Monitoring and Evaluation
Seventh Stage: Evaluation
1. Evaluation of each strategy based on key performance indicators
2. Evaluation of assigned tasks with the responsible persons.
3. Reviewing the performance of responsible persons.
4. Corrective measure once a year.

Preface

Khurasan University (KU) was founded as a private institution of higher education in 2006 in Jalalabad, Afghanistan, Khurasan was granted full university status by the Ministry of Higher Education (MOHE) in less than six years as a result of its consistent dedication and outstanding performance. Khurasan University located in the center of Jalalabad city and having a sound infrastructure to support their almost all academic and non-academic programs. The Khurasan building comprising of well-furnish classrooms, auditorium, discussion room, central library, computer labs, science and engineering labs, offices, green area, sport courts, and parking area etc.

Currently, KU have five faculties namely: faculty of Economics, faculty of computer science, faculty of Engineering, faculty of humanity, Faculty of Law and Political science moreover, eleven departments and MBA program. All these faculties and departments are recognized by MOHE. Khurasan University aims to enlarge the scope of higher education in order to meet the needs of Afghan Nation. It is continually striving to improve and focus on future with an entrepreneurial spirit. It is a home to talented scholars, artists, and writers to teach, create, and study. So, Khurasan University is committed to research, discovery, creativity, and vigorous intellectual exchange. 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 faculty member of Khurasan University is highly experienced and qualified. In addition to making significant contributions to the nation's youth education, they have also conducted research on a variety of national issues. Their research work has been published in several national and international journals. Additionally, the Ministry of Higher Education-approved the university journal, which is about to be published.

Khurasan University puts its students in a position where they may interact with students from other countries by using criteria that have been set by the international community and the Ministry of Higher Education. Our alumni successfully manage national affairs while holding important positions in the national bureaucracy, the private sector, NGOs, and self-employment, as well as making contributions to the socioeconomic development of the region. Moreover, Khurasan University connects students, alumni, faculty, and the community with its different social, humanitarian, and sport activities.

The leadership of Khurasan University is young and educated. They believe that for growth and development, proper planning is essential. For this purpose Khurasan University prepare this strategic plan which is the continuation of the previous plans. As per rule task of making strategic plan given to Plan and Policy Committee under the supervision of the Vice-Chancellor of Academic Affairs. Members of the strategic plan committee included the VC administration, all faculty deans, the Head of Quality Assurance, and two lectures. The committee members first went through the previous plans and looked for flaws. The committee also looked into the ministry of higher education's guidance. Then it begins work on the strategic plan after thoroughly examining all of the procedures. First and foremost, two questionnaires, internal and external were created to collect data. These questionnaires were distributed to faculty, administrative personnel, students, alumni, and employers from both public and private organizations. Following data analysis, the committee produced a SWOT and SWOT matrix for the university. After that strategic objectives decided and proper strategies being developed.

This plan is directed at improving and promoting the process of Higher Education. By implementing this plan, KU 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 university has set for it.

Chapter # 1

Introduction, Analysis, and Strategic themes

1.1. Introduction:

Khurasan University (KU) is a registered university with the Ministry of Higher Education in Afghanistan. This is the place leaders come to expand their knowledge, skills and future opportunities. KU was established with a goal to help rebuild Afghanistan's educational system. As a private university, KU is an independent, self-governing organization. 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 Khurasan University 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 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 deploys scrutinized HR practices in order to yield the best candidates in hiring the academic staff. This section of the strategic plan describe the hiring process of our academicians from recruitment to academic development. KU human resource policy normally go through the following practice:

- **The Job Announcement:** A job announcement through job searching portal such as; ACBAR and Jobs.af is the first point of contact that a new academicians makes it with our institution

- **Application Review:** Once the applications are submitted, our talent acquisition teams screen them for completion and information accuracy. During this step, the team normally 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 list of short-listed candidates are prepared, the candidates are invited to appear in a written exam.
- **Conducting in-person interview:** Once a candidates make it through the written exam, a panel of senior academician from the faculty is formed who evaluate the candidates with the pre-defined assessment criteria.
- **Final Offer:** The HR committee make an invitation for a potential employee to work in a specific position for Khurasan University. Our Job offers typically contain the details of the employment offer, including salary, benefits, job responsibilities, and the reporting department name and manage title.

The efforts of our talented academic staff, who come from a number of countries, are the foundation of our success and credibility. Khurasan University is well-known throughout the country for the high quality of its teaching and research, as well as the active research staff who are primarily responsible for the development of our teaching, research, and curriculum. Our academic staff ensures that the university's academic operations run smoothly. Their efforts lead to a positive student experience, research, and successful partnerships and collaborations with external organizations.

Khurasan University 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 Khurasan University is based on the following programs:

1. **Knowledge Expansion:** To help our academic staff extend their expertise, Khurasan University has provided them with fully funded Ph.D. programs in Indonesia as well as fully funded academic staff Mevlana exchange opportunities in Turkey.
2. **Supportive Teaching Environments:** Khurasan University 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
6. Use of research to enhance teaching

The statistics of Khurasan University faculty members are shown in table 1. The number of faculty members is allocated in this table based on their qualifications and department.

Table.1

permanent Faculty members of Khurasan University					
Faculty	**Department**	**P.HD.**	**Master**	**Bachelor**	**Total**
Economics	MBA	4	6	----	**10**
	Management	2	16	1	**19**
	Finance	----	----	----	----
Computer Sciences	IT & Networks	----	4	4	**8**
	Software Engineering	----	----	----	----
Humanitarian	English literature	----	3	3	**6**
	Journalism	----	3	3	**6**
	Arabic language	----	----	----	----
Engineering	Civil	----	4	3	**7**
Law and Political Science	Law	----	----	----	----
	Diplomacy	----	----	----	----
Total		**6**	**36**	**14**	**56**

1.2.2. Administrative staff:

Khurasan University has a welcoming administrative staff who play a vital role in the effectiveness of our academic operations and acts as a backbone. KU is grateful for their wholehearted support for the university's transformation and reforms. Given their significant contribution, KU is dedicated to their career and professional growth, and therefore offers the following development programs to help them strengthen their working ability:

- **PDC** (Professional Development Center): The Khurasan University Professional Development Center aims to fulfill all administrative employees' professional development needs by arranging and providing professional learning opportunities at various stages of their careers, as well as counseling and training. The Center's mission is to act as a main hub for compiling and disseminating information about professional development opportunities available on and off campus. The Center is

committed to fostering an environment in which workers share their knowledge and expertise.

- **SEO (Staff Exchange Opportunities):** The KU 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, 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

Table 2.

Administrative and supporting staff Of Khurasan University	
Administration staff	33
Supporting staff/حفظ ومراقبت	30
Total	63

1.2.3. Our students

Khurasan University considers its students as one of its most valuable assets, and we work to help them achieve their academic goals from the day they enrol in university. Our objectives are to assist students develop, learn and fulfil their academic wishes. In order to do so, Khurasan University provide its students with plenty of facilities and programs such as guidance and support, digital library, online student portal, fabulous academic environment, study abroad opportunities, internship opportunities and industry visits. In addition to this, Khurasan University always tries to encourage its students for volunteerism in social activities. Besides helping afghan society, volunteerism improved the essential life skill of our students, created their own personal stories and instilled them the sense of social responsibility.

After student's graduation, Khurasan University welcome its students to a full-fledged Alumni Community. Alumni are Khurasan University greatest ambassadors, and we especially proud of the important role they play in implementing and spreading the knowledge they gained during their studies. Khurasan University keeps in touch with its graduates and encourages them to engage with one another. Alumni events are supported and advised by the Alumni Officer. Khurasan University aims to inspire alumni to stay in contact with one another and their alma mater through this and the organizing of activities such as the

annual Alumni Day and numerous alumni gatherings. Khurasan University hosts regular information activities and networking opportunities to help students prepare for life after graduation. Following graduation, the Institute helps graduates connect with organizations that are of interest to them.

Currently, KU have five faculties namely: faculty of Economics, faculty of computer science, faculty of Engineering, faculty of humanity, Faculty of Law and Political science moreover, eleven departments and MBA program. However, a shortage of enrolment has rendered certain departments inoperative. The faculty of law and political science was just recently approved, thus its lack of enrolment. Khurasan University has a total enrolment of 1,691 students. They all come from various provinces of Afghanistan through Kankor Exam. Table 3 displays the student numbers of functional departments.

Table 3.

Number of Students in Khurasan University						
Faculty	**Department**	**Male**	**Percentage**	**Female**	**Percentage**	**Total**
Computer Science	IT & Network	670	99.11%	6	0.88%	676
Economics	Management	510	94.79%	28	5.2%	538
	MBA	187	94.92%	10	5.08%	197
Engineering Faculty	Civil	182	98.38%	3	1.62%	185
Humanitarian	English Literature	22	73.33%	8	26.67%	30
	Journalism	41	63.07%	24	36.9.2%	65
Law and Political Science	Law	0	0%	0	0%	0
	Diplomacy	0	0%	0	0%	0
Grand Total		**1612**	**95.32%**	**79**	**4.68%**	**1691**

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. Ministry of Rural Rehabilitation and development
15. Ministry of Land and Urban Development
16. National Development corporation
17. Ministry of Information and Technology
18. Ministry of Information and culture
19. National Environmental protection Agency
20. National and International collaborating partners. i.e. (1.Mevlana Exchange program, Turkey for physical exchange of graduates, 2. Cognitive exchange program, USA, for developing the soft skills of graduates with online mood of learning. Similarly, at national level Khurasan university has collaborating with Nangarhar university and other departments.)

1.4. Competitor Analysis

All government and private universities and institutes of higher education in Afghanistan are considered as the competitor of Khurasan University.

Khurasan University cannot be compare with other universities via quality services and strength of the students but traditionally, Khurasan considered them as their competitors. As of now, the following are the main distinguishing features that set us apart from our competitors:

- Full-fledged LMS and MIS systems
- Post-graduate Programs.
- International Mobility Programs.(1.Mevlana Exchange program, Turkey for physical exchange of graduates, 2. Cognitive exchange program, USA, for developing the soft skills of graduates with online mood of learning)
- Unique Teaching Technology and Supportive Learning Programs.
- International Exchange program for students and scholarship programs for Academicians.
- Achieved the best score after an evolution of the second round of quality assurance and accreditation performed by the Ministry of Higher Education.
- Energetic, Creative and Committed Young Academic Faculty
- Ever-green largest campus
- Extra-curricular activities (Sport Gala)

1.5. Location and Campus Description

Khurasan University is located in Nangarhar, 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.

1.6. Strategic theme, vision, mission

1.6.1. Vision

Khurasan University envisions while renders services to the society aims to be one of the high-ranking universities on conducting scientific research and learning (Education) nationally.

1.6.2. Mission

In conformance with the international standards, KU aims to be able to serve the society by providing services via different disciplines, scientific studies, universal accepted standards and learning modern effective methods.

1.6.3. Competitive Values:

1) Active, vibrant and evergreen campus atmosphere.

2) Located at the heart of Jalalabad City and is conveniently accessible to every student.

3) There is no noise or pollution in the university setting.

4) The 1st largest private university in eastern zone with more than 8 acres land.

5) It provides well-equipped furnished labs for each faculty separately, as well as other departmental laboratories in accordance with Khurasan University's policy.

6) Class rooms are well furnished and ventilated. Audio visual Room is provided with all teaching aids for the development of students.

7) Availability of specific center for teaching Information Technology and English Language.

8) Sports and co-curricular activities.

9) On the university campus, there is also a canteen that serves both vegetarian and non-vegetarian food.

10) Large and uniquely designed conference hall, library, internet centres, resource centres and digital exam labs.

11) Having Alternative source of energy system and using it.

1.6.4. Strategic Goals/ Strategic themes and commitments:

The goals of the strategic plan of Khurasan University are to improve and promote the process of Higher Education. By implementing this plan, the university 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 university has set for it.

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

1. Capacity Building
2. Excellence in teaching and learning,
3. Excellence in Researches and Innovation
4. Quality Assurance and Accreditation
5. Information and Communication Technology (ICT)
6. University's Infrastructure
7. Rising Revenue and Enterprise development
8. Participation in Social development
9. Countering administrative corruption

1.7. Questionnaire Analysis:

1.7.1. 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 University. 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 University. 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.

(EFE) External Factor Evaluation Matrix ماتریکس تحلیل عوامل خارجی				
	Opportunities فرصت‌ها	**وزن Weight**	**رتبه Rating**	**امتیاز موزون Weighted Score**
1.	People have more attention to higher education.	0.03874	4	0.1550
2	People have highly concise towards society's welfare.	0.08848	4	0.3539
3	Availabilities of young and professional human capital.	0.03834	4	0.1534
4	More opportunities for modern higher education than any other time.	0.04242	4	0.1697
5	Use of technology, research and development to enhance learning.	0.03914	3	0.1174
6	Availability of some degree programs according to the need of the society.	0.03848	3	0.1154
7	University produced graduates according to the need of the society.	0.03754	3	0.1126
8	Increase in the number of high school graduates	0.07714	3	0.2314
9	Acceptance level of foreign education system in the country.	0.04633	3	0.1390
10	Provision of academic freedom toward university.	0.06994	3	0.2098
11	Increases the acceptance level of modern technologies.	0.03994	3	0.1198
12	Society has high level to accept intellectual property.	0.04994	3	0.1498

	Threats تهدیدها	وزن Weight	رتبه Rating	امتیاز موزون Weighted Score
1.	The economic conditions of the people are not more stable as compare to the past.	0.08409	2	0.16818
2.	Limited seats for master degrees	0.13673	2	0.27346
3	Rising unfair competition among the universities	0.04008	2	0.08016
4	Lack of enough post graduates in the faculties of Computer Science, Journalism, and Engineering.	0.03794	2	0.07589
5	Brain Drain.	0.09645	2	0.19291
TOTAL مجموعه		**1.00**		**2.82**

We have rated or ranked 1 to 4 on each of the major external factors to show how effective the University'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 2.82 that help us in order to determine the IEF matrix.

1.7.2. 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 University'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

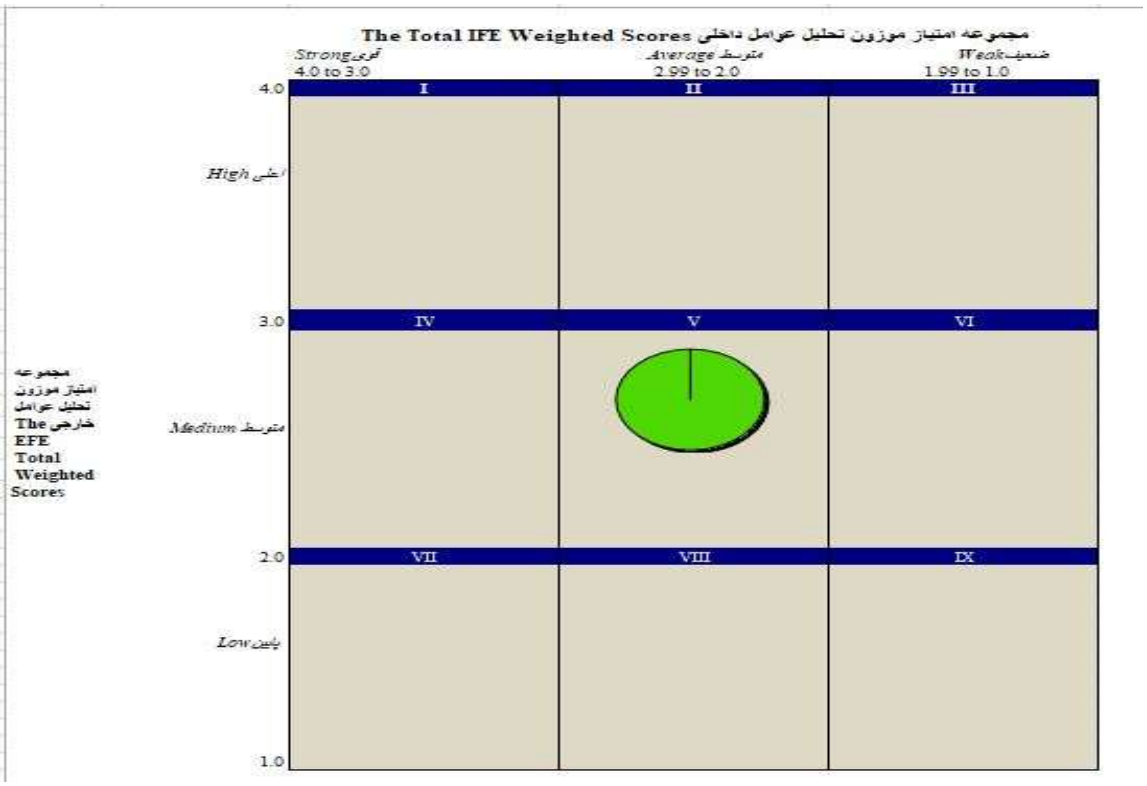
obtain the total weight score of the University. The total weighted score for the internal factor evaluation is 2.30 that help us in order to determine the position of IEF matrix, which be discussed in proceeding discussion.

Internal Factor Evaluation Matrix (IFE)ماتریکس تحلیل عوامل داخلی				
	Strengths قوت‌ها	**وزن Weight**	**رتبه Rating**	**امتیاز موزون Weighted Score**
1.	University has full capability to implement its rules and regulations under the lights of MOHE.	0.0327	4	0.1308
2.	University carries all his duties fairly and transparently.	0.0370	3	0.1110
3	Full coordination among all the stakeholders, like students, teachers, administration staff and other responsible authorities	0.0370	3	0.1110
4	Implementation of LMS and IMS system.	0.0376	4	0.1504
5	All programs are effectively carried out.	0.0373	4	0.1492
6	All the activities are closely monitor and fairly evaluated.	0.0365	3	0.1094
7	University has given effective attention towards their employees' satisfaction.	0.0362	3	0.1086
8	Appropriate working environment.	0.0367	3	0.1102
9	Attention towards the needs of employees and students.	0.0365	3	0.1094
10	Having an academic Journal.	0.0356	4	0.1424
11	Existence of university's archive.	0.0384	3	0.1151
12	University Publish their own text books for different subjects.	0.0356	3	0.1069
13	University leadership always motivates their staff financially and morally.	0.0354	3	0.1061
14	Effective top management.	0.0359	3	0.1078
15	Everyone has carried their duties and responsibilities according to TORs.	0.0351	4	0.1404
16	Creative and innovative staffs.	0.0340	4	0.1360
17	Providing quality services to students.	0.0356	4	0.1424
18	Having energetic, creative and committed young academic faculty and their active participation in all affairs of university.	0.0356	4	0.1424
	Weaknesses ضعف‌ها	**وزن Weight**	**رتبه Rating**	**امتیاز موزون Weighted Score**
1.	Insufficient number of research paper in international journal	0.096	1	0.10
2.	Extent less utilization of modern technologies and modern teaching methods.	0.046	1	0.05
3.	Pay less intention to the capacity building of staff.	0.035	1	0.03
4.	Pay less intention for the establishment of new department and faculty according to the need of the society.	0.044	1	0.04
5.	Limited resources for physical activities like playgrounds and gymnasium	0.133	1	0.13
	TOTALS مجموعه	**1.00**		**2.5795**

1.7.3. Internal-External Matrix Analysis (IE Matrix)

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

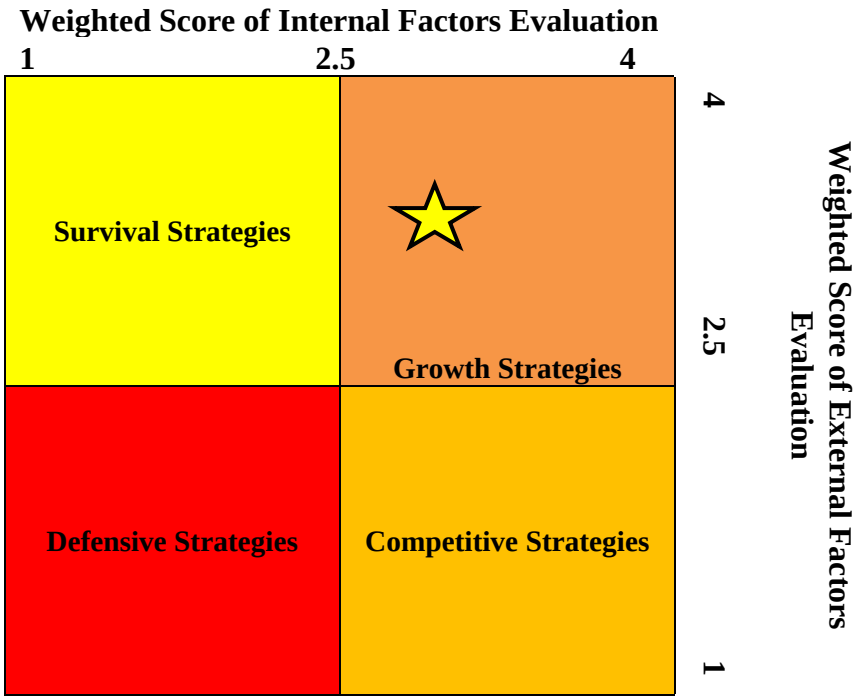
IE matrix could be divided into three major sections that have different strategy implications. First, the provisions for divisions included in cells II, III and IV could be described as growing and building that result in intensive strategy. Second, divisions entered in cells, I, V and IX could be handled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



The Internal-External (IE) Matrix is based on two key dimensions: the IFE total weighted scores on the x axis and the EFE total weighted scores on the y axis. Recall that each division of an organization should construct an IFE Matrix and an EFE Matrix for its part of the organization. The total weighted scores derived from the divisions allow construction of the corporate-level IE Matrix. On the x axis of the IE Matrix, an IFE total weighted score of 1.0 to 1.99 represents a weak internal position; a score of 2.0 to 2.99 is considered average; and a score of 3.0 to 4.0 is strong. Similarly, on the y axis, an EFE total weighted score of 1.0 to 1.99 is considered low; a score of 2.0 to 2.99 is medium; and a score of 3.0 to 4.0 is high. In our scenario, the score of external matrix is 2.82, while the score of internal matrix is 2.5795. This implies that the position of the Khurasan University is on maintenance and stability or in a position of survival.

1.7.4. Strategic Position

The strategic position of Khurasan University is depicted in the following figure, which is identified from the external factors, internal factors and SWOT analysis of the prospective questionnaires. As the weighted score of internal factors evaluation is 2.5795 while the weighted score of external factors evaluation is 2.82. Therefore, the intersection point of both internal and external factors lies in the section of growth strategies. Thus, the university would adopt the growth strategies.



1.8. SWOT Analysis:

1.8.1. Internal Factors

1.8.1.1. Strength

1. University has full capability to implement its rules and regulations under the lights of MOHE.
2. University carries all his duties fairly and transparently.
3. Full coordination among all the stakeholders, like students, teachers, administration staff and other responsible authorities
4. Implementation of LMS and IMS system.
5. All programs are effectively carried out.
6. All the activities are closely monitor and fairly evaluated.
7. University has given effective attention towards their employees' satisfaction.
8. Appropriate working environment.
9. Attention towards the needs of employees and students.
10. Having an academic Journal.
11. Existence of university's archive.
12. University Publish their own text books for different subjects.
13. University leadership always motivates their staff financially and morally.
14. Effective top management.
15. Everyone has carried their duties and responsibilities according to TORs.
16. Creative and innovative staffs.
17. Providing quality services to students.
18. Having energetic, creative and committed young academic faculty and their active participation in all affairs of university.

1.8.1.2. Weakness:

1. Insufficient number of Published research papers in international Journal.
2. Extent less utilization of modern technologies and modern teaching methods.
3. Pay less intention to the capacity building of staff.
4. Pay less intention for the establishment of new department and faculty according to the need of the society.
5. Limited resources for physical activities like playgrounds and gymnasium.

1.8.2. External Factors

1.8.2.1. Opportunities:

1. People have more attention to higher education.
2. People have highly concise towards society's welfare.
3. Availabilities of young and professional human capital.
4. More opportunities for modern higher education than any other time.
5. Use of technology, research and development to enhance learning.
6. Availability of some degree programs according to the need of the society.
7. University produced graduates according to the need of the society.
8. Increase in the number of high school graduates
9. Acceptance level of foreign education system in the country.
10. Provision of academic freedom toward university.
11. Increases the acceptance level of modern technologies.
12. Society has high level to accept intellectual property.

1.8.2.2. Threats

1. The economic conditions of the people are not more stable as compare to the past.
2. Limited Seats available for master program.
3. Rising unfair competition due increased number of universities and higher education institutes.
4. Lack of enough post graduates in the faculty of Computer Science, Journalism, and Engineering.
5. Brain Drain.

1.9. Strategic Matrix:

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

Internal Factors / **External Factors**	**Strengths** 1. University has full capability to implement its rules and regulations under the lights of MOHE. 2. University carries all his duties fairly and transparently. 3.Full coordination among all the stakeholders, like students, teachers, administration staff and other responsible authorities 4. Implementation of LMS and IMS system. 5. All programs are effectively carried out. 6. All the activities are closely monitor and fairly evaluated. 7. University has given effective attention towards their employees' satisfaction. 8. Appropriate working environment. 9. Attention towards the needs of employees and students. 10. Having an academic Journal. 11. Existence of university's archive. 12. University Publish their own text books for different subjects. 13. University leadership always motivates their staff financially and morally. 14. Effective top management. 15. Everyone has carried their duties and responsibilities according to TORs. 16. Creative and innovative staffs. 17. Providing quality services to students. 18. Having energetic, creative and committed young academic faculty and their active participation in all affairs of university.	**Weaknesses** 1. Insufficient number of Published research papers in international Journal. 2. Extent less utilization of modern technologies and modern teaching methods. 3. Pay less intention to the capacity building of staff. 4. Pay less intention for the establishment of new department and faculty according to the need of the society. 5. Limited resources for physical activities like playgrounds and gymnasium and Limited space for car parking.
Opportunities 1. People have more attention to higher education. 2. People have highly concise towards society's welfare. 3. Availabilities of young and professional human capital. 4. More opportunities for modern higher education than any other time. 5. Use of technology, research and development to enhance learning. 6. Availability of some degree programs according to the need of the society. 7. University produced graduates according to the need of the society. 8. Increase in the number of high school graduates 9. Acceptance level of foreign education system in the country. 10. Provision of academic freedom toward university. 11. Increases the acceptance level of modern technologies. 12. Society has high level to accept intellectual property.	**SO Strategies** 1. Building University Capacity (S8,S9,S10,S15,S20,O3,O6,O7,O8,O9) 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)	**WO Strategies** 1. Increase number of faculty and capacity building. (W2,W3,O3,O4, O5, O9) 2. Increase the number of research publication. (W1,O3,O4,O5,O7,O9, O10) 3. Increase resources for physical activities.(Infrastructure) (W2, W5,O1,O4, O8) 4. Quality Assurance and Accreditation. (W4, O1, O4, O7)
Threats 1. The economic conditions of the people are not more stable as compare to the past. 2. Limited Seats available for master program. 3. Rising unfair competition due increased number of universities and higher education institutes. 4. Lack of enough post graduates in the faculty of Computer Science, Journalism, and Engineering. 5. Brain Drain	**ST Strategies** 1. Excellence in research and development (S11, S13, S15, S17, S20, T1, T3, T4) 2. University's infrastructure (S7,S8, S9, S11, S14, S17, T4)	**WT Strategies** 1. Rising revenue and enterprise development (W1, W2,W3,W5, T1, T2,T3, T4,T5) 2. Inadequate number of research papers. (W1, T1,T2,T4)

1.10. Selected and Recognized Strategies:

The following strategies are being selected and recognized

1. Capacity Building
2. Excellence in Teaching and learning

3. Research and Innovation
4. Quality Assurance and accreditation
5. To participate in social development.
6. Countering administrative corruption
7. Infrastructure
8. Rising revenue

1.11. 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 University. 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 University 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.

Opportunities			*Counter* administrative *corruption*		Teaching and Learning		Social Development		Rising Revenue		Quality Assurance and Accreditation		Research and Innovation	
		Weight	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score
1.	People have more attention to higher education.	0.0387	4	0.1548	4	0.1548	3	0.1161	3	0.1161	4	0.1548	3	0.1161
2.	People have highly concise towards society's welfare.	0.0885	3	0.2655	4	0.354	3	0.2655	4	0.354	4	0.354	3	0.2655
3.	Availabilities of young and professional human capital.	0.0383	4	0.1532	4	0.1532	4	0.1532	3	0.1149	3	0.1149	3	0.1149
4.	More opportunities for modern higher education than any other time.	0.0424	3	0.1272	3	0.1272	3	0.1272	3	0.1272	3	0.1272	3	0.1272
5	Use of technology, research and development to enhance learning.	0.0391	3	0.1173	4	0.1564	3	0.1173	3	0.1173	4	0.1564	3	0.1173
6	Availability of some degree programs according to the need of the society.	0.0385	3	0.1155	4	0.154	4	0.154	3	0.1155	3	0.1155	3	0.1155
7	University produced graduates according to the need of the society.	0.0375	3	0.1125	3	0.1125	4	0.15	4	0.15	3	0.1125	4	0.15
8	Increase in the number of high school graduates	0.0771	3	0.2313	4	0.3084	3	0.2313	3	0.2313	3	0.2313	4	0.3084
9	Acceptance level of foreign education system in the country.	0.0463	4	0.1852	3	0.1389	3	0.1389	3	0.1389	4	0.1852	3	0.1389
10	Provision of academic freedom toward university.	0.0699	3	0.2097	3	0.2097	4	0.2796	3	0.2097	3	0.2097	4	0.2796
11	Increases the acceptance level of modern technologies.	0.0399	4	0.1596	4	0.1596	3	0.1197	3	0.1197	3	0.1197	3	0.1197
12	Society has high level to accept intellectual property.	0.0499	3	0.1497	3	0.1497	3	0.1497	3	0.1497	3	0.1497	3	0.1497

	Threats	Weight	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank	Weighted Score
1	The economic conditions of the people are not more stable as compare to the past.	0.0841	2	0.1682	2	0.1682	1	0.0841	2	0.1682	1	0.0841	2	0.1682
2	Limited seats for master degrees	0.1367	2	0.2734	2	0.2734	2	0.2734	2	0.2734	2	0.2734	2	0.2734
3	Rising unfair competition among the universities	0.0401	1	0.0401	2	0.0802	2	0.0802	1	0.0401	1	0.0401	2	0.0802
4	Lack of enough post graduates in the faculty of Computer Science, Journalism, and Engineering	0.0379	2	0.0758	1	0.0379	2	0.0758	2	0.0758	2	0.0758	1	0.0379
5	Brain Drain.	0.0965	2	0.193	1	0.0965	2	0.193	1	0.0965	2	0.193	1	0.0965
	Strengths		***Counter administrative corruption***		***Teaching and Learning***		***Social Development***		***Rising Revenue***		***Quality Assurance and Accreditation***		***Research and Innovation***	
		Weight	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**
1.	University has full capability to implement its rules and regulations under the lights of MOHE.	0.0327	3	0.0981	3	0.0981	4	0.1308	3	0.0981	4	0.1308	4	0.1308
2.	University carries all his duties fairly and transparently.	0.037	3	0.111	3	0.111	3	0.111	3	0.111	3	0.111	3	0.111
3	Full coordination among all the stakeholders, like students, teachers, administration staff and other responsible authorities	0.037	3	0.111	3	0.111	4	0.148	4	0.148	3	0.111	3	0.111
4	Implementation of LMS and IMS system.	0.0376	3	0.1128	4	0.1504	3	0.1128	4	0.1504	3	0.1128	3	0.1128
5	All programs are effectively carried out.	0.0373	3	0.1119	3	0.1119	3	0.1119	3	0.1119	4	0.1492	4	0.1492
6	All the activities are closely monitor and fairly evaluated.	0.0365	3	0.1095	3	0.1095	3	0.1095	3	0.1095	3	0.1095	3	0.1095
7	University has given effective attention towards their employees' satisfaction.	0.0362	3	0.1086	3	0.1086	3	0.1086	4	0.1448	4	0.1448	4	0.1448
8	Appropriate working environment.	0.0367	3	0.1101	4	0.1468	3	0.1101	4	0.1468	3	0.1101	3	0.1101
9	Attention towards the needs of employees and students.	0.0365	3	0.1095	3	0.1095	3	0.1095	3	0.1095	3	0.1095	3	0.1095

10	Having an academic Journal.	0.0356	3	0.1068	4	0.1424	4	0.1424	3	0.1068	3	0.1068	3	0.1068
11	Existence of university's archive.	0.0384	3	0.1152	4	0.1536	3	0.1152	3	0.1152	4	0.1536	4	0.1536
12	University Publish their own text books for different subjects.	0.0356	3	0.1068	3	0.1068	3	0.1068	3	0.1068	3	0.1068	3	0.1068
13	University leadership always motivates their staff financially and morally.	0.0354	3	0.1062	3	0.1062	3	0.1062	3	0.1062	3	0.1062	4	0.1416
14	Effective top management.	0.0359	3	0.1077	4	0.1436	4	0.1436	4	0.1436	4	0.1436	3	0.1077
15	Everyone has carried their duties and responsibilities according to TORs.	0.0351	3	0.1053	3	0.1053	4	0.1404	4	0.1404	3	0.1053	3	0.1053
16	Creative and innovative staffs.	0.034	3	0.102	4	0.136	3	0.102	3	0.102	4	0.136	4	0.136
17	Providing quality services to students.	0.0356	3	0.1068	3	0.1068	3	0.1068	3	0.1068	4	0.1424	3	0.1068
18	Having energetic, creative and committed young academic faculty and their active participation in all affairs of university.	0.0356	3	0.1068	4	0.1424	3	0.1068	3	0.1068	4	0.1424	3	0.1068
Weakness		**Weight**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**
1.	Insufficient number of research paper in international journal	0.0965	2	0.193	2	0.193	2	0.193	1	0.0965	1	0.0965	1	0.0965
2.	Extent less utilization of modern technologies and modern teaching methods.	0.0462	2	0.0924	1	0.0462	1	0.0462	2	0.0924	2	0.0924	2	0.0924
3.	Pay less intention to the capacity building of staff.	0.0348	2	0.0696	1	0.0348	1	0.0348	2	0.0696	1	0.0348	2	0.0696
4.	Pay less intention for the establishment of new department and faculty according to the need of the society.	0.044	1	0.044	2	0.088	2	0.088	2	0.088	2	0.088	2	0.088
5.	Limited resources for physical activities like playgrounds and gymnasium	0.1335	1	0.1335	1	0.1335	1	0.1335	1	0.1335	1	0.1335	2	0.267
	Total	**2.000**		**5.2106**		**5.53**		**5.32**		**5.24**		**5.37**		**5.43**

Opportunities			*Capacity Building*		*Infrastructure*	
		Weight	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**
1.	People have more attention to higher education.	0.0387	4	0.1548	4	0.1548
2.	People have highly concise towards society's welfare.	0.0885	4	0.354	3	0.2655
3.	Availabilities of young and professional human capital.	0.0383	4	0.1532	4	0.1532
4.	More opportunities for modern higher education than any other time.	0.0424	3	0.1272	3	0.1272
5	Use of technology, research and development to enhance learning.	0.0391	4	0.1564	3	0.1173
6	Availability of some degree programs according to the need of the society.	0.0385	4	0.154	3	0.1155
7	University produced graduates according to the need of the society.	0.0375	3	0.1125	3	0.1125
8	Increase in the number of high school graduates	0.0771	4	0.3084	3	0.2313
9	Acceptance level of foreign education system in the country.	0.0463	3	0.1389	4	0.1852
10	Provision of academic freedom toward university.	0.0699	3	0.2097	3	0.2097
11	Increases the acceptance level of modern technologies.	0.0399	4	0.1596	4	0.1596
12	Society has high level to accept intellectual property.	0.0499	3	0.1497	3	0.1497
Threats		**Weight**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**
1	The economic conditions of the people are not more stable as compare to the past.	0.0841	2	0.1682	2	0.1682
2	Limited seats for master degrees	0.1367	2	0.2734	2	0.2734
3	Rising unfair competition among the universities	0.0401	1	0.0401	2	0.0802
4	Lack of enough post graduates in the faculty of Computer Science, Journalism, and Engineering	0.0379	2	0.0758	1	0.0379
5	Brain Drain.	0.0965	2	0.193	1	0.0965

Strengths			*Capacity Building*		*Infrastructure*	
		Weight	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**
1.	University has full capability to implement its rules and regulations under the lights of MOHE.	0.0327	3	0.0981	3	0.0981
2.	University carries all his duties fairly and transparently.	0.037	3	0.111	3	0.111
3	Full coordination among all the stakeholders, like students, teachers, administration staff and other responsible authorities	0.037	4	0.148	3	0.111
4	Implementation of LMS and IMS system.	0.0376	4	0.1504	3	0.1128
5	All programs are effectively carried out.	0.0373	3	0.1119	3	0.1119
6	All the activities are closely monitor and fairly evaluated.	0.0365	3	0.1095	3	0.1095
7	University has given effective attention towards their employees' satisfaction.	0.0362	4	0.1448	3	0.1086
8	Appropriate working environment.	0.0367	4	0.1468	3	0.1101
9	Attention towards the needs of employees and students.	0.0365	3	0.1095	3	0.1095
10	Having an academic Journal.	0.0356	3	0.1068	3	0.1068
11	Existence of university's archive.	0.0384	3	0.1152	3	0.1152
12	University Publish their own text books for different subjects.	0.0356	3	0.1068	3	0.1068
13	University leadership always motivates their staff financially and morally.	0.0354	3	0.1062	3	0.1062
14	Effective top management.	0.0359	4	0.1436	3	0.1077
15	Everyone has carried their duties and responsibilities according to TORs.	0.0351	4	0.1404	3	0.1053
16	Creative and innovative staffs.	0.034	3	0.102	3	0.102
17	Providing quality services to students.	0.0356	3	0.1068	3	0.1068
18	Having energetic, creative and committed young academic faculty and their active participation in all affairs of university.	0.0356	3	0.1068	3	0.1068
Weakness		**Weight**	**Rank**	**Weighted Score**	**Rank**	**Weighted Score**
1.	Insufficient number of research paper in international journal	0.0965	2	0.193	2	0.193

2.	Extent less utilization of modern technologies and modern teaching methods.	0.0462	1	0.0462	1	0.0462
3.	Pay less intention to the capacity building of staff.	0.0348	1	0.0348	1	0.0348
4.	Pay less intention for the establishment of new department and faculty according to the need of the society.	0.044	2	0.088	2	0.088
5.	Limited resources for physical activities like playgrounds and gymnasium	0.1335	1	0.1335	1	0.1335
	Total	**2.000**		**5.589**		**5.0793**

The above Table represents the eight strategies are being considered by the Khurasan University. We have identified eight strategies via SWOT analysis. The first prioritized strategy is the Capacity building. The second prioritized strategy is Excellence of Teaching and learning. Similarly, thirdly, is Research and innovation, fourth, Quality Assurance and Accreditation, fifth, social development six is Rising Revenue, seventh, is countering administration corruption and finally, finance and infrastructure.

Overall, the results of the QSPM for the Khurasan University reveal that the University should adopt the Capacity building of Human Resources and priority should be given to the corresponding strategy and it is due to the highest weighted score. Specifically, the summed total attractiveness score is 5.589 for Capacity building strategy. The score of the Excellence in teaching and learning is 5.53, while the score for research and innovation is 5.43. Identically, the score for the 4^{th}, 5^{th}, 6th, 7^{th} and 8^{th} strategies are 5.37, 5.32, 5.24, 5.2106, and 5.079 respectively. The highest score obtained by strategy of Capacity building thus, the priority would be given to this strategy.

1.12. Strategic Priorities:

The table shown below lighted the university strategic priorities;

S.no.	Strategic Priorities	Strategies	Programs
1.	**Human Resources Development**	Capacity Building of Human Resources	1. Formation of administrative council. 2. Establishing office for the vice-chancellor of student affairs and design its hierarchy structure. 3. Appointment of VC for students affairs, office furniture and office stationery
2.	**Academic and Research**	Teaching and learning Research and Innovation Quality Assurance and accreditation	1. Implementation plan for curriculum up gradation. 2. Implementation plan for adoption of modern teaching methodologies. 3. Implementation plan for research and development. 4. Implementation plan for quality assurance and accreditation.
3.	**Participating in Social development**	To participate in social development.	1. Implementation plan for students and faculty involvement in social development. 2. Implementation plan for sport activities.
4.	**Governance**	Countering administrative corruption	Implementation plan for combating of corruption
5.	**Infrastructure**	Infrastructure ICT	1. Building up necessary infrastructure for the university as per plan. 2. Maintenance of ICT infrastructure as according to the plan.
6.	**Finance and Administrative development**	Rising revenue	1. Implementation plan for rising university revenue.

1.13. Short Term Goals:

The short term goals of Khurasan University strategic themes are as follows:

- Administrative staff capacity building
- Capacity building for faculty members
- Modification in Organizational Structure
- Increase the size and quality of faculty in strategically important academic areas.
- Devise and implement new mechanism or polices for rewarding outstanding faculty and for continually assessing faculty performance as scholars and teachers.
- Strengthen institutional structures that promote pedagogical innovations both centrally and within the department.
- Adjusting current curricula according to new methods
- Improve Academic English of students' to develop their competence in reading, writing, speaking and study skills.
- Develop teams of academics with commitment and capacity for excellence in research in all faculties.
- Create and sustain a research culture and ensure that staffs undertake research.
- Encourage and recognize research of high quality and excellence.
- Upgrade the research skills of graduate students.
- Maintain high ethical values and standards in research, with social responsibility.
- Quality Assurance and Accreditation
- Develop legal and regulatory instruments (IT Policy, Acceptable Use Policy, Email Policy, Security policy, etc.), to guide the department and the university community.
- Provide technology systems and services to enhance student learning and to foster curricular innovation.
- Develop an online learning program to give remote access to courses provided by the University community.
- Maintain and enhance the IT infrastructure to support the operations of the University.
- Maintain and develop adequate infrastructure.
- Investment on various revenue generations areas
- To participate in social development
- Supply Well- Equipped and Educated Workforce to society.
- Increase the employability ratio of graduates.

- Promote the health and well-being of students (undergraduate, graduate, and professional) as a foundation for academic and life success.
- Enhance the capacity, capability, and accessibility of sport and active recreation in order to provide high-quality opportunities.
- Founding a University Anti-Corruption Committee and Awareness.

1.14. Implementation of the Plan:

The following steps carried out to put the university strategies into practice.

1. Preparatory process for implementation

a. University may be reviewing their hierarchy chart in order to accomplish the strategic plan.

b. University will use modern systems for proper implementation of strategic plan.

c. For the development of university, university will introduce other demand driven master and PHD programs according to the rules of MOHE.

d. According to the need we may bring changes in organization management style.

2. Implementation stage
    a. Action plan are being finalized and their proper implementation can able us to achieved our goals.
    b. Five year budgetary plan are finalized
3. University evaluate its policies on need based and will create new policies if required.

The Academic Council and plan & policy committee are in charge of overseeing the implementation of the strategic plan. 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 dean of faculties and head of all departments are also in charge of monitoring the implementation of each aspect of the plan in further detail. . Every strategy is evaluated with their key performance indicators mentioned in the action and operation plan. Moreover, for each objective the responsible person and department must be clearly mentioned and informed. The relevant Council receives reports from each monitoring committee. 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.

1.15. Monitoring and Evolution of Strategic Plan:

At the faculty level, processes are constantly checked at various times, although academic and representative bodies assess them at least quarterly. Monitoring deadlines are established once a year, once a semester, or once a quarter, depending on the characteristics of the activity being watched. Report, recommendation, evaluation, and conclusion are utilized as monitoring techniques.

To guarantee adequate monitoring, mechanisms for evaluating the execution of strategy and action plans have been implemented. This may include if necessary

- Every month meeting
- Quarterly meetings
- Meetings every six months

Those in charge of developing and implementing strategic and action plans, as well as monitoring entities, will discuss:

what has been accomplished, what has been delayed, which tasks have lost their relevance, whether any tasks need to be removed or added from/to the plans, how to meet implementation deadlines, and so on.

The plan and policy committee provides an action plan report at the completion of each year. It is required that:

a) The report analyzes the differences between plans and actual actions, the problems tha t arose during the planning stage or during implementation, and what can be done to i mprove planning or implementation; and
b) The results of the action plan evaluation should be used to prepare the action plan for t he very next year.

The introduction of innovations and modifications is of critical importance in order to avoid interrupting the process during the assessment stage, which should be followed by improvements to current processes and the removal of identified problems.

The analysis and response to the assessment results is the final phase in monitoring and assessing the strategy and action plan's execution. When assessing the data gathered during the assessment phase, it's critical to distinguish between the elements that have improved the organization's quality and those that have hampered or prevented its progress.

The strategic plan implementation mechanism will be carried out with the help of the given format. It is mandatory for all the concern departments and heads to fill all the column and report on time.

Strategic Priority	**Strategy**	**Activities/ Programs**	**Terms for the activities**	**% of activities covered in 1st Quarter**	**% of activities covered in 2nd Quarter**	**% of activities covered in 3rd Quarter**	**% of activities covered in 4th Quarter**	**Status of the activities**	**Reasons for not carried out the activities**	**Corrective actions**	**Remarks**

Chapter # 2

Human Resource Development

2.1. Capacity Building:

In the current competitive environment, capacity building is very essential for persistent growth and development of the university.

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

2.2. Objective 1: Administrative staff capacity building:

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

Key Strategies:

1. Continue organizing regular workshops for administrative academics and administrative staff with experienced academic administrators and senior managers, 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 office management workshops.
4. Arranging training program on time management.
5. Arranging report writing and technical writing sessions
6. Arranging training sessions on MIS
7. Arranging training programs for financial report writing and budgeting.
8. Arranging training programs for public dealing.
9. Arranging training programs for planning process and decision making.
10. Arranging training programs to technical employees at laboratory, library, career center and media personnel.
11. Tie training to identified development plans obtained in annual performance appraisals.

12. Increase the number of staff in strategically important areas and given equal employment opportunities to female.

2.3. Objective 2: Capacity building for faculty members:

All the faculty members of Khurasan University are 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:

1. Conducting academic writing training programs for lecturers.
2. Making academic research training programs for lecturers.
3. Making leadership and management training programs for lecturers.
4. Facilitating employment with reduced teaching load on the basis of research and scientific accomplishments.
5. Making understanding of Quality Enhancement training programs for lecturers.
6. Compelling lecturers to take English language courses and to get relevant certificates.
7. Providing facilities for lecturers to participate in the fellowships programs.
8. Conducting short-term training courses for lecturers in learning the skills of curriculum revising.
9. Conducting training program for lecturers to learn the skills of preparing well teaching materials.
10. Providing university lecturers training programs regarding advanced modern teaching methods i.e. Students Centered Learning (SCL) and Outcome Based Education (OBE).
11. Decreasing the teaching load of ambitious renowned researchers.
12. Balancing and optimizing the teacher-student ratio 1/27 at university members.

2.4. Objective 3: Modification in Organizational Structure.

In order to improve operational activities efficiently and provide clarity to employee at all level, Khurasan University intend to modify its organizational structure.

Key Strategies:

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. Establishing office for the vice-chancellor of 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. Establish in each faculty one department specializing in a field of study for which there is a definite market / regional/national need.

7. Carry out external audit in every three year.

2.5. Objective 4: Collaboration with national and international universities.

In order to build a linkage with national and international universities and collaborative efforts for the exchange of faculty, learning, students, ideals sharing and research information, MOU's are very important. For this propose Khurasan university already signed MOU's with different national and international universities.

Key Strategies:

1. Establishing a committee for mending and strengthening international relations.
2. Review all the MoU's with partner organization in order to increase cooperation level.
3. Reviewing MoU with. Nangarhar University. (Academic collaboration)
4. Reviewing MoU with Spin Ghir Medical University Jalalabad. (Academic collaboration)
5. Reviewing MoU with Rokhan University Jalalabad. (Academic collaboration)
6. Reviewing MoU with Salam University Kabul. (Academic collaboration)
7. Reviewing MoU with Mirwais Naika University Kandahar. (Academic collaboration)
8. Reviewing MoU with Bakhtar University Kabul. (Academic collaboration)
9. Reviewing g MoU with Ataturk university (culture and research)
10. Reviewing MoU with Afyon Kocatepe University (PhD supervision)
11. Reviewing MOU with Atilim University (study exchange)

12. Reviewing MOU with Hitit University (Study exchange)
13. Reviewing MOU with Istanbul Commerce university (Student recruitment agreement)
14. Reviewing MOU with Haccetepe University (study Exchange)
15. Reviewing MOU with Islamic university of Europe (Academic collaboration)
16. Reviewing MOU with University of Malaya Malaysia (Study exchange)
17. Reviewing MOU with Malakand University Pakistan (Academic collaboration)
18. Reviewing MOU with Karabuk University (Study exchange)
19. Reviewing MOU with Sakarya University (Study exchange)

2.6. Conclusion: Khurasan university will enhanced their capacity building through these strategies at all levels of capacity building process such as human resources development, management and institutional development.

Chapter # 3

Academic and Research

3.1. Excellence in teaching and learning:

One of the main purposes of the Khurasan University's strategic plan is to enhance the quality of teaching and learning process. To reach this goal, the capacity of the lecturers should be consider during their recruitment and selection, curriculum should be updated timely and all the practical activities (curricular and extra-curricular) must be included in semester plans. Khurasan University already endorsed TIP, TAP plans for the improvement and evolution of teaching and learning process and departments are responsible for the implementation of these plans. Furthermore Khurasan university already endorse new teaching methods (OBE,SCL and E-learning) but Besides, all these strategies we plan further improvement in teaching and learning process with the help of the following strategies.

3.2. Faculty 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 faculty, to reduce losses of valued faculty through enhanced retention efforts, and to increase the diversity of the faculty as a whole. This selection emphasizes these issues.

3.2.1. Objective 1: Increase the size and quality of faculty in strategically important academic areas.

Key Strategies:

1. Emphasize a faculty recruitment strategy of building from the bottom (recruiting new MS and Ph.Ds. and rising stars) over the next five years, recognizing that this may not be appropriate for all units or at all times within a given unit.
2. Develop regular, systematic, and transparent mechanisms for reallocating faculty positions across academic units in order to strengthen select areas.

3.2.2. Objective 2: Ensure competitive faculty compensation.

Key Strategies:

1. Keep average faculty 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.

3.2.3. **Objective 3:** Develop and implement polices to retain highly valued faculty.

Key Strategies:

1. Providing competitive environment within higher education makes retention of outstanding faculty.
2. Providing a vibrant intellectual environment, excellent students (undergraduate, graduate, and professional) and the resources to achieve their professional goals and aspirations.
3. Be Proactive by making counteroffers prompt and addressing work-life issues (e.g. dual careers) early, when highly valued faculty are being courted or have offers from other universities.
4. Enhance efforts to retain highly valued faculty 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 faculty who are "rising stars" or highly promising or accomplished for their career stge.

3.2.4. **Objective 4**: Devise and implement new mechanism or polices for rewarding outstanding faculty and for continually assessing faculty performance as scholars and teachers.

Key Strategies:

1. Develop a special fund for providing special monetary rewards (bonuses, Ramazan pay, and seed funds for research) for exceptional academic accomplishments.
2. Develop a campus-wide effort to nominate candidates every semester for prizes and awards.
3. Give special recognition to and publicize faculty who receive distinguished academic awards and honors from their peers.
4. Develop in each department or academic unit performance assessments for all faculties to promote excellence in faculty teaching, research, and public engagement to ensure it is recognized and rewarded.

3.2.5. Objective 5: Foster an exciting intellectual environment by providing opportunities for more dialogue and engagement.

Key Strategies:

1. Devise new ways to foster constructive dialogue on important intellectual issues among faculty, students, and staff within and across academic units.
2. Develop a faculty club on campus and ensure that there are conversation spaces for faculty, professional and graduate/professional students across areas of campus.
3. Assist department chairs in their efforts to create and sustain a positive department culture in which faculty engage in constructive exchange on their scholarship and work together effectively as department or program colleagues.

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

Key Strategies:

1. Have the deans, and department Heads review how they use faculty time to accomplish administrative tasks.
2. Streamline university procedures that make substantial use of faculty time and draw them away from their core academic activities (e.g. reduce the number or size of faculty committees).
3. Carefully consider the impact of staff on faculty productivity in their core academic activities when deciding staffing levels and functions.
4. Develop creative ways to use new technologies to reduce administrative burden on faculty.

3.3. Education Excellence:

Form the last 15 years or so, the university has invested heavily in the student living-learning environment and achieved great success in providing an impressive range of educational and co-curricular activities outside formal class work. Khurasan University has many outside-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 university should give special attention to attending more education excellence.

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

Key Strategies:

1. Strengthen the capacity (administrative and budgetary) of the office of the VC administration to facilitate and support educational innovations.
2. Encourage faculty to experiment with new pedagogies (e.g., field-based learning) and new technologies, recognizing the different pedagogies appropriate for different disciplines and programs.
3. Establish funds to provide summer salary or other forms of support to faculty with creative proposals for new courses that meet important educational needs of students and that cross intellectual boundaries.
4. Promote and support educational innovations beyond the classroom (e.g., service learning).
5. In keeping with a student-centered University, we will put our emphasis in teaching on student learning and success, and ensure that our pedagogical and assessment practices are fair and rigorous in facilitating this.

3.3.2. Objective 8: Adjusting current curricula according to new methods

Adjusting the contents of current curricula with new methods is an important necessity; by using new methods in these curricula bring changes in teaching activities and methods, and using such teaching and learning activities, behaviors and materials can fulfill current needs.

Key Strategies:

1.We will working with employers, professional bodies, alumni and other stakeholders to ensure our degree programmes are responsive to need, producing graduates with socially and economically valuable attributes and expertise.

2. Making 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. Applying new methods in teaching by lecturers.

3.3.3. Objective 9: Improve Academic English of students' to develop their competence in reading, writing, speaking and study skills.

Key Strategies:

1. Encourage students to improve their English language skills.

2. Provide students with practice writing assignments
3. Solving case studies
4. Conducting research exercise
5. Expanding and upgrading library by increasing the numbers of books and research journal.

3.4. Conclusion

The main goal of Khurasan University is improving the teaching and learning process. Therefore, Khurasan university provide the all the facilities to improve teaching quality and in-line it with the standards. So, as it deliver quality services and graduates the most skillful individual to the society.

3.5. Excellence in Research and Innovation:

It is very important for a university to be the home of research and innovation. In fact research and innovation make a university distinctive from other universities. From the beginning Khurasan University considered the importance of the research and innovation and working continuously to promote research culture in the university. This segment is regarding these research strategies.

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

Key Strategies:

1. Functional the research center and create cadre positions.
2. Ensure that persons of high caliber and research capacity are appointed.
3. Provide opportunities for continued training in research methodology to all academics. Like; senior researchers and experts to conduct regular workshops and courses in research methodology, statistics, protocol writing, similar to the staff development courses in teaching.

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

Key Strategies:

1. Integrate research into teaching and learning; include research projects into degree programs with staff collaboration in all faculties.
2. Provide funding for young academics to do research.
3. Establish the concept of group research in academic Department.

4. Develop collaborative research projects with industry.
5. 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. Every faculty must publish at least 10 research papers every year.
8. Establish a University Journal in different disciplines for publication of research.
9. To check plagiarism of research work, renewal the plagiarism software (Turnitin) license every year.
10. Getting ISSN for our research journal.
11. Purchasing of three data analysis software such smart PLS, SPSS and MATLAB.

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

Key Strategies:.

1. Continue to arrange regular meetings in departments to discuss research activities.
2. Organize training workshops for staff members and training of trainer.
3. Reward researchers who perform high quality research with opportunities for further research and career development.
4. Each faculty must establish research awards for different levels of staff, and also for students.

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

Key Strategies:

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

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

Key Strategies:

1. Develop and improve guidelines and code of ethics for research.

2. Strive to establish ethics review committees in all faculties while upgrading and attempting to achieve international standards in ones where committees have already been established.
3. R & D and Ethics Committees must play an active role in monitoring and reviewing research.

3.6. Conclusion:

Through the above stated strategies Khurasan university try his best efforts to generalized research and innovation culture among the faculty and students.

3.7. Quality Assurance and Accreditation

As per the guidelines and rules of MoHE (Ministry of Higher Education), Khurasan University has successfully accomplished two phases of Quality Assurance. Therefore, now Khurasan University tries to accomplish the third phase (full accreditation) of Quality Assurance from MoHE. As a result, MoHE nominates KU for the third phase of quality assurance and process of full accreditation. We, Khurasan University, consistently work and struggle for quality assurance and accreditation.

To meet the standards of quality assurance in line with the Ministry of Higher Education, this section of the Strategic Plan (2021-2025) covers all the strategies and actions which would be undertaken in upcoming five years.

3.7.1. Objective 1: Preparation of Self-Assessment Reports.

For the enhancement of quality assurance with the university, preparing self-assessment reports that shall be correlated with self-assessment reports of all faculties, and then producing one report of self-assessment on university level from all reports of faculties.

Key Strategies:

1. All faculties shall prepare self-assessment action plan.
2. All self-assessments plans of faculties shall be carefully reviewed.
3. All self-assessment plans shall be integrated and one action plan shall be made from all of them.
4. Once all plans are integrated, then revising all self-assessment plans.
5. Producing the integrated self-assessment action plan.
6. Integrated self-assessment plan shall be sent to all faculties and departments of university.

3.7.2. Objective 2: Introduction of the Process of Quality Enhancement to all Staff on University.

The Process of Quality Enhancement shall be introduced to all employees and staff of the university, and giving them the awareness and information about the Quality Enhancement Process, so that all employees and staff of the university could understand exclusively the key objectives, influences and values of Quality Enhancement Process.

Key Strategies:

1. Providing comprehensive introduction and information to all employees of university about Quality Enhancement.
2. Delivering several seminars and workshops to employees on departmental levels, faculties levels and university level.
3. Presenting objectives, values, influences, issues and advantages related to Quality Enhancement to all employees of university.

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

All employees on university level, faculty 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.

Key Strategies:

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 solutions shall be delivered.
5. Once all causes have been elucidated then reviewing, and enriching each standard.

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

Based on the plans and schedule, supervising the process of quality enhancement of the overall university. 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 solutions must be suggested to them.

Key Strategies:

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

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

In the case 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.

Key Strategies:

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.

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

With own efforts of the university, acquiring membership of regional quality assurance agency i.e. Asia Pacific Quality Network (APQN)

Key Strategies:

1. Asking requirements and criteria from quality assurance agency
2. Seeking membership from respective organization through request letters
3. Disseminating information and documents while taking into account their criteria.
4. Utilizing each resource and facility to inform the agency from activities of university.

3.8. Conclusion

Quality enhancement accreditation requires that all university 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 university achieves its specific objective.

Chapter # 4

University's Infrastructure

A sound infrastructure created an appropriate working environment for teachers, students and employees of the university. Their efficiency and effectiveness are subject to the availability of a sound infrastructure. Khurasan University has a sound infrastructure possessing all necessities of modern age, but it needs further improvement and maintenance. University's infrastructure divided into general infrastructure and ICT infrastructure.

4.1. 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.
5. Providing first aid medicine and necessary equipment for health center.
6. Establish a maintenance unit so as it keep check on all the infrastructure of the university.
7. Optimizing use of campus space and resources while developing suitable location for expansion.
8. A central sound system for Auditorium.
9. Building up legal clinic for LLB.
10. Maintenance of all power generation sources like generators and solar panels.

4.2. Objective 2: Building infrastructure for sport activities:

It is very important for everyone (students, lectures and administrative staff) to be physical healthy and fit. Because physical fitness of individual, essential for good mental health. For this purpose Khurasan University has already badminton court, volleyball ground and a mini gym. This section addresses all those related strategies for sport infrastructure:

Key Strategies:

1. Designing, proper floor for badminton court to ensure safety.
2. Equipping the grounds.
4. Building gym club.
5. Equipping the mini gym with more fitness machines and tolls.

Information and Communication Technology (ICT)

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, Khurasan University timely and effectively incorporate and integrate ICTs as strongly as other universities around the globe. Khurasan's LMS and MIS system already got hug popularity in the region. With the help of ICT Khurasan university 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**.**

As Khurasan University already has IT department but to make it more efficient, effective, innovative, dynamic, students-focused and service-driven, we will improvement it further.

4.3. Objective 3: Develop legal and regulatory instruments (IT Policy, acceptable Use Policy, Email Policy, Security policy, etc), to guide the department and the university community.

Key Strategies:

1. Perform an assessment of all ICT operations

2. Review existing policies and standards

3. Develop new ICT policies, procedures, and standards in collaboration with the plan and policy committee and the approval of the President

4. Develop IT operational plan

4.4. Objective 4: 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. Ensure all technology resources are up-to-date especially computer labs.

3. Setup and support a robust Learning Management System (LMS) and Management information system (MIS) to support universal learning, learning analytics, and adaptive learning.

4.5. Objective 5: Ensure computer labs are fully connected, functional and equipped with the necessary instructional, research and learning tools.

Key Strategies:

1. Work with VC administration to ensure infrastructural readiness (Electrical outlets, floors, lighting etc).
2. Designate a team leader responsible for all computer labs.
3. Connect all computer labs the University's fiber optic network.
4. Perform regular updates and upgrades of computer labs.

4.6. Objective 6: Provide a repository for educational software, especially, Free and Open Source Software (FOSS), to enhance instruction, learning and research.

Key Strategies:

1. Assess and amalgamate all software licenses of the University.

2. Develop a database to store information on all software used at the University.

3. Explore and research Free and Open Source (FOSS) to allow faculty, staff and students have more option to software and to increase the University software repository.

4. Connect with the Open Source community and other universities around the world that are engaged in the development and uses of FOSS.

5. Provide training for FOSS.

4.7. Objective 7: Develop an online learning program to give remote access to courses provided by the University community.

Key Strategies:

1. Ensure that there's a need for online courses.
2. Assess and ensure that the entire network of the University including LAN, and WAN are capable of supporting an online program.
3. Identify a free or cost-effective learning management system.

4. Populate LMS with the University's programs and courses.
5. Setup training for students

4.8. Objective 8: 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.

3. Reach out to open community to identify and make available access to open academic journals.

4. Subscribe to online journals as selected by the VP for Academic Affairs.

4.9. Objective 9: Create a database of instructional videos to aid student learning.

Key Strategies:

1. Obtain a state-of-the-art camera and video system

2. Set up a video studio for recording academic materials.

3. Obtain permission from the University administration and faculty to record classes

4. Obtain educational videos from the internet for use within the university community

4.10. Objective 10: Maintain and enhance the IT infrastructure to support the operations of the University.

Key Strategies:

1. Provide a robust, resilient, and reliable wired and wireless data network infrastructure.

2. Build and maintain a data centre (hardware and software) to ensure reliability, availability and scalability to meet future needs.

3. Provide a robust and reliable voice communications infrastructure.

4. Create a comprehensive IT security position to help address the challenges with information security, network security, disaster recovery, VPN (Virtual Private Network) and compliance issues.

5. To ensure data loss issues, take back-up of all the data on daily base.

6. Perform regular updates and security checks to maintain integrity and reliability of the system.

7. Set up a repository system that includes a server, data backup systems and cloud solutions.

4.11. Objective 11: Leverage email, the web, social media, and mobile technologies to provide effective and consistent content delivery.

Key Strategies:

1. Develop an email policy for the University

2. Deploy institutional email system for the University

3. Provide training in collaboration with PDC for all University staff on the uses of email and other collaboration platforms

4. Deploy a web content management system (CMS) to improve web usability, accessibility, and content delivery.

5. Enhancing University's web and social media presence.

6. Improve the social media presence of departments to engage with users more effectively.

7. Implement a mobile application to provide content and functionality uniquely suited to mobile devices.

4.12. 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 # 5

Rising Revenue and Enterprise Development

5.1. Objective 1: Investment on various revenue generations areas

Key Strategies:

1. Investing on various business gaps in order to generate revenues for the university.
2. Recruiting research team either from current human resources or outside for a well-qualified and experienced team for local and international researches.
3. Applying for national and international grants in researches (research grants).
4. Applying for grants and projects in various areas.
5. Applying for request for proposal, request for quotation, concept paper and request for information.
6. Enriching the activities and market of Easy Learning.

5.2. Objective 2: Increasing budget of the university approximately (13 to 17 %) in next five years.

Key Strategies:

1. Under the supervision of Engineering Faculty, building construction company and firm.
2. Building consultancy or firm under the leadership of MBA Program.
3. Building radio station under the supervision of Journalism and Mass Communication Faculty.
4. Working on financial control mechanisms or procedures which control extra costs for overall university either internal or external environments.
5. Building engineering lab for the experimentation of any construction test
6. Building Software house.

5.3. Objective 3: On the need basis, 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. Making an appropriate plan for English department fee and reviewing it every year.

4. Reviewing the admission fee of every faculty and department.

5.4. Objective 4: To identify innovative ways to attract additional revenue for the operations and sustainability of all IT programs.

Key Strategies:

1. Set up training programs that can help build the ICT capacity of Government, the Business Sector, and other sectors.

2. Develop systems, software that can benefit Government, the Business Sector, and other sectors

3. Provide consultancy for businesses, government, NGOs, etc

4. Provide alternative Wi-Fi access for students on a commercial basis

5. Provide other services including printing, document imaging, web design, document publishing etc for faculty, staff and students.

5.5. Objective 5: 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.

5.6. Objective 6: Inauguration of different short courses and certificate programs.

Key Strategies:

1. Enriching English courses line of courses.

2. Under the leadership of Professional Development Center "PDC", introducing some short courses of the faculties such as SPSS, Auto CAD, ABQUS, ETABAS, SAP 2000, Primavera, STAAD PRO, MS. Project Management, Smart-PLS, Software for Data Analysis, Engineering subjects, BBA and MBA subjects, Journalism subjects and Computer Science Subjects.

3. Enriching the Professional Development Center for introducing some internal certificates such as PMP, PRINCES-2, HCBM, PDD, AMCP, CCNA, NCC, JCP, Oracle DBA, etc.

4. Starting other courses in other languages such as Arabic.

Chapter # 6

Participation in Social Development

6.1. Introduction:

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.

6.2. Objective 1: To participate in social development.

Key Strategies:

1. The university 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 university will actively participate in the celebration of national and historical days and occasions.

3. University will participate in all social and humanitarian campaigns along with other institutions including blood donation if necessary.

4. According to the conditions, the university can establish associations to collect aid for people affected by natural calamities.

5. The academic staffs of the university 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.

6.3. 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.

6.4. 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. Introducing two demands driven new degree programs, one under graduate (LLB) and one graduate M.Sc computer science.
4. Conduct continuing professional development programs to meet the needs of the local industry and the professional community.
5. Give scholarship for poor and talented students.
6. Provide scholarship for family members of martyrs.

6.5. 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.

6.6. 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.

6.7. 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.

6.8. 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.

6.9. 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:

6.10. 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.

6.11. 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.

6. Recognized talented athletes, enrolled them, and provided scholarships.

Chapter # 7

Governance

7.1. Countering Administrative Corruption

Every country in the world has been struggling, either more or less, with the issue of administrative corruption. However, it differs in kind, depth, and scope from one country to the next, just as its impacts vary according to the nature of a country's political and economic structure and its degree of development. Corruption affects societal ideas and moral standards, raises project implementation costs, and restricts competitiveness growth.

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

7.2. Objective 1: Founding a University Anti-Corruption Committee and Awareness

The university is forming a committee to combat corruption that will include professors and a dministrative 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.

7.3. Objective 2: Supervision especially financial and Procurements activities

Key Strategies:

1. Determining the requirements of all the departments.
2. Taking procurement activity supervision seriously.
3. Getting complete information about procurements documents.
4. Supervising financial activities regularly.
5. At the end of every quarter, the vice chancellor of financial and administrative affairs will be reporting a documentary report to the academic council about the financial.
6. When necessary, internal and external audits should be conducted to guarantee transparency.

7.4. Objective 3: Obtaining Complete Information on Human Resource Recruitment and Work Evaluation.

Key strategies:

1. Developing a strong hiring procedure that will allow us to select and recommend qualified candidates in a timely and merit-based manner in order to advance excellence, professionalism, and competency at KU.
2. Supervising human resource procedures.
3. Ensure transparency in the evaluation of every employee.
4. Using the rewarding and punishing strategy.
5. Make sure that the wages paid to employees are sufficient to meet their needs

7.5. Objective4: Exams and Evaluations of Students are Fairly Supervised

Key strategies:

1. Give full authority to faculties and university 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.

7.6. Conclusion

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 KU 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 KU and individual employees and is not acceptable. KU has a zero tolerance approach towards bribery and corruption.

Chapter # 8

Budget

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

Budget for Capacity Building							
S.no.	**Description**	**Per Year**	**Total**	**Per unit cost**	**Total cost**	**Period**	
						Start	**End**
1.	Training for Administrative staffs	3	15	10000 AFN	150000 AFN	1400	1404
2.	Training for Faculty members in Teaching methodology (long term)	1	5	100000 AFN	500000 AFN	1400	1404
3.	Training for Faculty members in Research methodology (long term)	4	20	30000AFN	600000 AFN	1400	1404
4.	Quality enhancement trainings	1	5	20000 AFN	100000 AFN	1400	1404
5.	Faculty general trainings	---	2	20000 AFN	40000 AFN	1400	1404
6.	Short term training for faculty members	2	8	20000 AFN	160000 AFN	1400	1404
7.	Writing Programs	1	1	20000 AFN	20000 AFN	1401	1402

8.	Training for students.	60	300	2000AFN	600000 AFN	1400	1404
9.	Award ceremonies for students	8	40	10000 AFN	400000 AFN	1400	1404
10.	Office of VC of students affairs	-----	1	-----	100000 AFN	1400	1404
11.	External audit	1	5	$1500	600,000AFN	1400	1404
	TOTAL				**3270000**		

Education Excellence							
S. no.	**Description**	**Per Year Number**	**Total for 5 years**	**Per Head Cost**	**Total cost**	**Start**	**End**
1.	Recruitment of Master faculty	6	``30	37000 AFN	1110000 AFN	1400	1404
2.	Recruitment of Ph.D.	2	10	125000 AFN	1250000 AFN	1400	1404
3.	Competitive Staff allowance	-----	-----	100000 AFN Per year	500000 AFN	1400	1404
	Total				**2860000**		

Khurasan University Infrastructure Estimated Budget						
s.no.	**Description**	**Quantity**	**Per Head cost**	**Total cost**	**Period**	
					Start	**End**
1.	Building Classrooms	12	300000	3600000	1400	1404
2.	Departmental Library	6	736000	4416000	1400	1404
3.	Enrichments of library	12000	280	3360000	1400	1404
4.	Legal Clinic	1	-----	700000	1400	1404
5.	Equipment for health center	1	-----	70000	1400	1404
6.	Floor for badminton court	1	-----	100000	1400	1404
7.	Table tennis	2	18000	36000	1400	1404
8.	Fitness Gym	1	-----	1000000	1400	1404
	Total			**13282000**		

Budget for Research activities						
S.no	**Description**	**Quantity**	**Per unit cost**	**Estimated cost**	**Period**	
					Start	**End**
1.	Publication of research papers	200	15000	3000000	1400	1404
2.	Acquiring data Analysis software	3	99330(SPSS) + 96162(PLS) +21175	216667	1400	1404

3.	Reward for high quality research	200	5000	1000000	1400	1404
4.	ISSN for research journal	1	38500	38500	1400	1404
5.	Research Miscellaneous	25% of research papers	150000	750000	1400	1404
	Total			**5005167**		

Budget for Information Communication Technology (ICT):						
S.no.	**Description**	**Unit**	**Estimated cost**	**Period**		**Remarks**
				Start	**End**	
1.	Studio	1	500000	1400	1404	
2.	Professional camera	1	75000	1400	1404	
3.	ICT infrastructure	1	1000000	1400	1404	
4.	Software maintenance	----	500000	1400	1404	
5.	Maintenance of computer lab	----	1000000	1400	1404	
6.	Digit library	1	64000	1400	1404	
7.	Dedicated server rent	-----	1386000	1400	1404	
	Total		**4525000**			

Budget for Enterprise development						
S.no.	**Description**	**Unit**	**Estimated cost**	**Period**		**Remarks**
				Start	**End**	
1.	Construction company	1	220000	1400	1404	
2.	Consultancy firm	1	220000	1400	1404	
3.	Soft ware house	1	1300000	1400	1404	
4.	Market for Easy learning	---	500000	1400	1404	
5.	Radio station	1	500000	1400	1404	
6.	Engineering lab	1	200000	1400	1404	
	Total		**2940000**			

Budget for Countering Administrative Corruption						
S.no.	**Description**	**Unit**	**Estimated cost**	**Period**		**Remarks**
				Start	**End**	
1	Seminars	10	20000	1400	1404	
2	Banners	10	10000	1400	1404	
3	Panaflexes	10	10000	1400	1404	
	Total		**40000**			

Over all estimated cost			
S.no.	**Description**	**Estimated cost**	**Remarks**
1.	Capacity building	**3270000**	
2.	Education excellence	**2860000**	
2.	Infrastructure	**13282000**	
3.	Research activities	**5005167**	
4.	Information and communication technologies	**4525000**	
5.	Enterprise Development	**2940000**	
6.	Countering Administrative Corruption	**40000**	
	Total	**31922167**	