



Islamic Republic of Afghanistan
Ministry of Higher Education
Kandahar University



Kandahar University Strategic Plan

(2017-2021)

Chancellor's Message of Kandahar University

It is a pleasure for me that Kandahar University has implemented two strategic plans each with five years length of time to the possible extent, meanwhile the quality assurance programs have also been initiated practically in different universities of the country prompting great outcome. It is very hard to expect such a progress in a community where a clear procedure for positive competition is lacking; Afghanistan can be a prime example of such a circumstance. As our country is lagging behind in many ways in comparison to other countries, great efforts and progressive steps are required to move parallel to the possible limit with these countries. By doing so, if we were not able to be equal with other countries in a short time, at least we would have pinpointed the right path for progress. This is also a fact that we lack while other countries of the world possess those facilities that are vital for the progress and improvement especially in higher education and research area. In spite of all the limitations and challenges, we are required to benefit from the limited available national and international aid resources to a great extent.

This strategic plan for five years have been prepared after the revision and consultation of all responsible and prominent personnel of Kandahar University and it is prepared in concordance with the strategic plan of Ministry of Higher Education and with governmental national progressive strategy of Afghanistan.

A better approach for better performance depends both on facilities and on the commitment of all personnel of every administration. Additional factor for better performance is also competition with other organs, especially with other universities. The most significance of strategic plan drafting is that it sets objective to the personnel of every administration to achieve and possibly harvest great achievements from it.

I believe that Kandahar University will retain its high position in quality assurance field through its activities, innovations and endeavors. The university will strive to complete the pending five years long activities on time or even before the planned time. I hope that sponsoring and donor organizations will provide us aids in relevant technical and financial fields.

Hope to see a peaceful and stable Afghanistan and wish more success to Kandahar University!

Dr. Hazrat Mir Totakhiel
Chancellor of Kandahar University

Preface

Kandahar University has prepared its five years long strategic plan, following the other two completed strategic plans in (1396-1400) in concordance with the strategic plan of Ministry of Higher Education and with governmental national progressive strategy of Afghanistan for achieving its goals and completing all the pending activities on time.

This plan has been prepared not only by the strategic committee, but also all the faculty members, students and academic activities have shared their opinions in drafting the plan. This plan includes both the fundamental establishments and facilities providing and capacity building with further focus given. Additionally, the plan includes activities that would be effective in training youths, finding them job opportunities. These activities would also positively affect sectorial, governmental and private sectors that would result in close relations of university with the community. All personnel of the University are strongly committed that they will actively contribute in the implementation and organization of all activities so that the university will move toward improvement and progress with rapid scale. All this is a hope and it is going to happen.

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Section One

Introduction, Analysis, Strategic topics

I. Introduction:

Kandahar University was established in 1990 with the faculties of Agriculture, Medicine, Engineering, Education, Sharia, Economics, Journalism and Public relations, Law and Political Science, Public Administration and Policy, Languages and Literature, Computer Science and Stomatology, being established one after another.

The university has been engaged in training and graduating young generation in different study fields such as medical science, engineering, agriculture, education, Islamic studies, and journalism despite the harsh and challenging security, political and economic conditions of the country.

Kandahar University is the central university in southwestern zone of the country functioning as the main unit for observing all governmental and private higher education institutions in the region. Kandahar University has established its first filial department of Agriculture faculty in Helmand in 2006 while the Helmand University has four faculties. and its second filial Education faculty in Uruzgan province in 2012 while the number of the faculties in Uruzgan province are two recently. In addition, Kandahar University has established its third filial in Zabul province in 2017 while it has one faculty.

In 2004, Kandahar University lacked specific buildings and establishments for teaching, administrative and hostel and with the governor's office support the university had to use different governmental buildings of Kandahar as teaching classes. The university was shifted to the current campus, which is located in northern part (9th district) of Kandahar city in 2004.

The university currently holds possession of a total 350 hectares land that includes Agricultural Farm, Medical Faculty Campus and Aino Maina Campus.

Kandahar University has Agricultural Research Farm, Teaching Hospital, Central Laboratory, Library, Meteorological Center, Career Center, Information Technology Center, Media Center, Peace and Anti-Violation Center (Pacha Khan Research Center), India – Afghan Foundation Academic Research Center and English Learning and Computer Learning Center of (ELCLC) its own.

Pacha Khan Academic and Research Center, which was established in 2008, is the one and only unique center in all over the country that functions in working for peace and against violation.

Moreover, the Career Center was established for the first time in all over the country in 2011 with the innovation of Kandahar University and financial support of USA. This unique center helps graduated and non-graduated students of university in finding job opportunities and in improving work capacity and professional skills. This center has many achievements regarding their work scope in a short period.

Kandahar University is one of the national universities of Afghanistan that has around 10,000 students from 34 provinces and 542 lecturers, administrative staff and service workers from 20 provinces. *(See table 1 for further details)*

Kandahar University is one of the largest universities of the country that has academic and technical relations with well-known universities of the world. These universities include (Asian Institute of Technology, Mahidol University – Thailand, Malaya University — Malaysia, Purdue University, Ball State University, Texas University, John Hopkins University — USA, Handong University—South Korea, Bochum University, Berlin University — Germany, Jawaharlal Nehru University — India, Sistan and Baluchestan University, Zabul University — Iran. Also, The Water and Environment Department of Engineering Faculty of Kandahar University is the first to have the membership of (Global Water Partnership) Organization from all over the country.

Kandahar University has 12 faculties. The Education Faculty, Agriculture Faculty, Economics Faculty and Faculty of Sharia (Theology) are the faculties that also provide night shift services to the students. The Education Faculty also give teaching services to (in-service) students. Besides, in the faculty of medicine we have Master of Public Health that was established in 2016. The university has a total of 43 graduating departments, 8 supporting (non-graduating) departments *(See Tables 2 and 3 for further details)*

Table 1 - Statistic of students, lecturers and administrative staff in Kandahar University

A- Kandahar University Students

Gender	Day shift students	Night shift students	In – service students	Total	Remarks
Male	7913	845	359	9117	
Female	422	4	71	497	
Total of students	<u>9614</u>				

B- Kandahar University faculty and non- faculty staff

Statistic	Faculty Staff		Non-faculty Staff		Total
	Official lecturers	Volunteers	Workers	Contract- based	
According the organizational structure	272	0	169	151	558
Hired (current status of staff)	250	52	142	150	542 (Excluding volunteers)

Table 2 – Faculties and Graduating Departments:

No.	Faculty	Est. Year	Department	No.	Faculty	Est. Year	Department
1	Agriculture Faculty	1990 (ش.ه ۱۳۶۹)	Agronomy	25	Faculty of Islamic Sharia (Theology)	2009 (ش.ه ۱۳۸۸)	Islamic teachings
2			Plants Protection	26			Sharia and Law
3			Agricultural Economics and expansion	27	Economics Faculty	2010 (ش.ه ۱۳۸۹)	National Economy
4			Poultry	28			Management and Administration
5			Horticulture	29			Finance and Banking
6	Medical Faculty	1993 (ش.ه ۱۳۷۲)	Therapeutic Medical Faculty	30			Statistics and Econometrics
7			Master of Public Health (MPH)		Entrepreneurship		
8	Faculty of Engineering	2000 (ش.ه ۱۳۷۹)	Civil Engineering	31	Faculty of Journalism and public relations	2012 (ش.ه ۱۳۹۱)	Public Relations
9			Water & environment Engineering	32			Journalism
10			Energy	33	Faculty of Law and political Science	2013 (ش.ه ۱۳۹۲)	Justice and Prosecution
11			Architecture	34			Administration & Diplomacy
12	Education Faculty	2003 (ش.ه ۱۳۸۲)	History	35	Faculty of Public Administration and Policy	2013 (۱۳۹۲)	Public Administration
13			Geography	36	Faculty of Languages & Literature	2014 (ش.ه ۱۳۹۳)	Pashto Language & literature
14			English language & literature	37			English language & literature
15			Pashto language & literature	38	Faculty of Computer Science	2014 (ش.ه ۱۳۹۳)	Software Engineering
16			Dari language & literature	39			Networking
17			Computer Studies	40			Database
18			Sports	41	Faculty of Stomatology	2015 (ش.ه ۱۳۹۳)	General
19			Biology	42			
20			Math	43			
21			Physics				
22			Chemistry				
23			Islamic Studies				
24			Balochi Language				

Table 3 – Supporting (non- graduating) Departments in Faculties:

No.	Faculty	Department	No.	Faculty	Department
1	Medical	Para-Clinic	7	Education	Psychology
2		Children	8		Pedagogy
3		Surgical			
4		Internal Medicine			
5		Dermatology			
6		Anatomy			

II. Analysis:

1. Kandahar University Stakeholders

The following are stakeholders with Kandahar University:

- 1) Ministry of Higher Education
- 2) The chancellor's office and all administrations of Kandahar University
- 3) Students
- 4) Security personnel
- 5) Regional administrations
- 6) Aid organizations with Kandahar University
- 7) National and International aid organizations
- 8) Private sector related administrations and organizations
- 9) Independent Commission of Human Rights
- 10) Governmental and Private administration of Gender

2. Students Analysis

Nine thousand, six hundred and fourteen (845) students are studying at Kandahar University. They all come from different provinces of the country via Kankor entry test and particular Kankor entry test for night shift faculties. The in-service students also enroll in Kandahar University after passing an entry test. The number of the students are illustrated in the upper table (table 1).

3. Competitor Analysis

Kandahar University is a competitor of the following governmental and private universities.

- 1) Kabul University
- 2) Kabul Medical university
- 3) Kabul Politechnic University
- 4) The Education University of Kabul
- 5) Herat University
- 6) Nangarhar University
- 7) Balkh University
- 8) Kardan University
- 9) American University of Afghanistan
- 10) Shaikh Zahid University of Khust
- 11) Cheragh University
- 12) Khatimunabieen University

Kandahar University, as the agent of the MoHE, is the responsible to monitor these four universities.

- 1) Mirwais Neeka Institute of Higher Education
- 2) Malalay Institute of Higher Education
- 3) Benawa Institute of Higher Education
- 4) Saba Institute of Higher Education

As the above-mentioned universities cannot be compared with the Kandahar University in: services, quality, number of students, and other parts, but traditionally, they can be known as the competitors of Kandahar University.

Kandahar University, like these private universities, has some undergraduates who pay fee to the university for their studies. These fee paying students study in the night shift faculties such as Economy, Sharia, Agriculture and Education and there are about (845) students in the nightshift of these faculties.

It is expected that the current number of Faculties and Departments and undergraduate students of night shift would increase so that the university could enrich the financial sources university.

4. Environment Analysis of Present Campus of the University

4.1. Strong points:

- 1) There is no traffic crowd inside and around Kandahar University. There is no noise pollution of the vehicles in university environment.
- 2) Kandahar University is located in the city, so visitors can find access to it easily.
- 3) The current campus of university has large enough campus area.
- 4) The current campus area of the university has a Master plan, and the infrastructure building are being constructed according to the Master plan.

4.2. Weak points:

- 1) The green area is in a very primary level according to the standards to environmental protection.
- 2) There are no transportation facilities for lecturers, administrative workers and undergraduates of Kandahar University.
- 3) There is an Army Base in the North and North-west of the University. The training of army is most of the time an interruption for the suitable environment of teaching.
- 4) There is not enough infrastructure building facilities for some faculties at Kandahar University. This is also a main challenge for the appropriate environment of teaching.
- 5) There are not enough facilities in the classes in dealing with hot/cold condition of weather, this has also led to an inappropriate teaching environment.
- 6) There are not enough basic facilities for conducting daily activities.

5. Key strategic statements

- 1) Kandahar University notices innovations and developments of foreign universities as leading examples of promotion for its development. Every administration tries to reach a favorable state of development. Similarly, Kandahar University has also set some standard international universities as the ideal universities for its promotion and tries to implement their experiences and success.
- 2) The effective and successful leadership of Kandahar University has been the reason why this administration has promoted so much in academic and educational services. Fortunately, this leadership and management has been able to keep Kandahar University away from racial, tribal, political, regional and other social negative activities and biases.
- 3) Complete awareness of all the personnel of Kandahar University about the Quality Assurance Process is another strategic point. It assures improvement of quality, its development and

- capacity building in every office. Implementing and fully supporting this process has given Kandahar University a special and exemplary position among other major universities.
- 4) Presence of young lecturers and their commitment to the administration of university is the other strategic aspect of this foundation. It is clear that the presence of youth creates speed, creativity, and team work spirit in an administration. The youths are physically and mentally strong and always play a leading role in figuring out and implementing their responsibilities and authorities.
 - 5) Kandahar University owns a vast area for its development and promotion. The master plan of the university campus and area has been prepared very modernly. Moreover, a standard plan for all buildings is ready to be made considering all their technical aspects.

6. SWOT Analysis:

6.1. Internal Factors

6.1.1. Strengths

1. Twenty-five (27) years of working experience
2. Having 12 faculties and 42 departments graduating students.
3. Existence of Quality Assurance Process and holding CEQA status in Quality Assurance Process.
4. Having energetic, creative and committed young academic faculty and their active participation in all affairs of university.
5. Availability of specific centers for teaching Information Technology and English Language.
6. Using new and modern equipment and methods of Information Technology in teaching process.
7. Having facilities for practical lessons and researches (Teaching Hospital, Agricultural Farm, Central Laboratory, Public Library, Research Center, Pacha Khan Educational Research Center, Climate Center, Media Center, Career center, and ELCLC).
8. Having two magazines (Naarange and Mandigak).
9. Having the capacity of creating academic and research connections with internal and external institutes of higher education.
10. Having MoUs with advanced international universities.
11. Having a vast area of land and other equipment for the development and expansion of educational and research activities of the university.
12. Having two active Filial, which have 6 faculties.
13. Having solar energy system and using it.
14. Having a good name and reputation in the society.
15. Non-existence of discrimination, contradiction and prejudice due to a unified leadership of the University.

6.1.2. Weaknesses:

1. Lack of lecturers having Masters or Ph.D. degrees.
2. Unfamiliarity of some lecturers with English and other international languages.
3. Lack of adequate infrastructure and standard teaching classes.
4. Lack of technical personnel.
5. Not exposing appropriately university's activities.

6. Nonexistence of dormitory/ hostel.
7. Absence of curricula according to the needs of market.
8. Limitation of Tashkeel in academic and administrative personnel
9. Nonexistence of standard playgrounds, gymnasium, health care center, parking and other similar fundamental establishments.
10. Nonexistence of assured electricity and water.

6.2. External Factors

6.2.1. Opportunities

1. Support of USWDP, British Council, GIZ, World Bank and other donors in reconstruction of the infrastructures of the university.
2. Support of local administration, other government and nongovernment organizations, and the people with the administration of the university.
3. Financial support of the national businesspersons.
4. The increasing interest of the youths of the region with Higher Education.
5. Better security in contrast to other insecure areas.

6.2.2. Threats

1. Old bureaucratic administrative system.
2. Lack of independence in administrative, financial and academic sections.
3. Introduction of more students than the capacity of the university through the Entrance Exam (Kankor).
4. Students of other provinces (especially girls) use university as a means of going to universities of other provinces.
5. Not reforming the new law of Higher Education considering the current situations of the country.
6. Lack of enough post-graduates in the country (barriers of hiring eligible faculty).
7. Interference of other organizations and people in the legal affairs of the university and illegal orders of high official authorities to the university.

7. Strategic Matrix:

An integrated analysis of SWOT has been prepared in the following tables

<p style="text-align: center;">Internal Factors</p> <p style="text-align: center;">External Factors</p>	<p>Strengths:</p> <ol style="list-style-type: none"> 1. Twenty-five (27) years of working experience 2. Having 12 faculties and 42 departments graduating students. 3. Existence of Quality Assurance Process and holding CEQA status in Quality Assurance Process. 4. Having energetic, creative and committed young academic faculty and their active participation in all affairs of university. 5. Availability of specific centers for teaching Information Technology and English Language. 6. Using new and modern equipment and methods of Information Technology in teaching process. 7. Having facilities for practical lessons and researches (Teaching Hospital, Agricultural Farm, Central Laboratory, Public Library, Research Center, Pacha Khan Educational Research Center, Climate Center, Media Center, Career center, and ELCLC). 8. Having two magazines (Naarange and Mandigak). 9. Having the capacity of creating academic and research connections with internal and external institutes of higher education. 10. Having MoUs with advanced international universities. 11. Having a vast area of land and other equipment for the development and expansion of educational and research activities of the university. 12. Having two active Filial, which have 6 faculties. 13. Having solar energy system and using it. 14. Having a good name and reputation in the society. 15. Non-existence of discrimination, contradiction and prejudice due to a unified leadership of the University. 	<p>Weaknesses:</p> <ol style="list-style-type: none"> 1. Lack of lecturers having Masters or Ph.D. degrees. 2. Unfamiliarity of some lecturers with English and other international languages. 3. Lack of adequate infrastructure and standard teaching classes. 4. Lack of technical personnel. 5. Not exposing appropriately university's activities. 6. Nonexistence of dormitory/ hostel. 7. Absence of curricula according to the needs of market. 8. Limitation of Tashkeel in academic and administrative personnel 9. Nonexistence of standard playgrounds, gymnasium, health care center, parking and other similar fundamental establishments. 10. Nonexistence of assured electricity and water.
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. Support of USWDP, British Council, GIZ, World Bank and other donors in reconstruction of the infrastructures of the university. 2. Support of local administration, other government and nongovernment organizations, and the people with the administration of the university. 3. Financial support of the national businesspersons. 4. The increasing interest of the youths of the region with Higher Education. 5. Better security in contrast to other insecure areas. 	<p>SO strategies:</p> <ol style="list-style-type: none"> 1. The number of faculties and departments may be increase. (S-2, O-1, O-2, O-3) 2. Quality Assurance Process may be enriched even more. (S-3, O-1, O-2, O-3) 3. Practical academic lessons and research facilities can be enriched more. 4. Research relations will enhance and improve more. (S-1, O-1, O-2, O-3) 5. Bringing more improvements regarding power (electricity). (S-12, O-1, O-2, O-3) 	<p>WO strategies:</p> <ol style="list-style-type: none"> 1. Increasing academic faculty members. (W-1, O-1, O-2, O-3) 2. Improving the lecturers' skills in international languages. (W-2, O-1, O-2, O-3) 3. Increasing development in academic and research areas and compilations. (W-3, W-8, W-9, O-1, O-2, O-3) 4. Increasing buildings and vehicles. (W-7, W-10, O-1, O-2, O-3)
<p>Threats:</p> <ol style="list-style-type: none"> 1. Old bureaucratic administrative system. 2. Lack of independence in administrative, financial and academic sections. 3. Introduction of more students than the capacity of the university through the Entrance Exam (Kankor). 4. Students of other provinces (especially girls) use university as a means of going to universities of other provinces. 5. Not reforming the new law of Higher Education considering the current situations of the country. 6. Lack of enough post-graduates in the country (barriers of hiring eligible faculty). 7. Interference of other organizations and people in the legal affairs of the university and illegal orders of high official authorities to the university. 	<p>ST strategies:</p> <ol style="list-style-type: none"> 1. Decrease of pace in academic and educational affairs. (S6, T1) 2. Negative effects on the quality assurance and academic programs. (S3, S4, T5, T6, T7, T8) 3. Graduation of weak students. (S3, S8, S13, T4, T5, T6) 	<p>WT strategies:</p> <ol style="list-style-type: none"> 1. Negative impacts on the development of academic and administrative aspects (W3, W5, W8, W9, T4, T5, T6) 2. Lacking and inadequacy of providing professionals to the society as needed. (W1, W2, W6, T4, T5, T6). 3. An increasing number of students in contrast to the lecturers. (W1, W2, W10, T4, T5, T6).

III. Strategic topics, *vision, mission* ...

1. Strategic Questions:

- 1) How to promote and sustain good manners in the light of Islam in the university?
- 2) How can we inject patriotism in people's thoughts instead of egocentricity through our rich Islamic culture?
- 3) How to make the lecturers' and administrative staff's capacity building process faster?
- 4) How should be constructed the required buildings of the university?
- 5) How to assure ourselves that the graduating students (human investment) be completely expert and professional?
- 6) How to publicize research, innovation and critical thinking as new academic values among the lecturers and students of university?
- 7) How to help university reach its financial autonomy?
- 8) How can we implement law in the whole region?
- 9) How can we help students become the expected knowledgeable members of the society?
- 10) How can we provide services together with public, private and international sectors?

2. Strategic Issues:

- 1) Constructing the required buildings.
- 2) Capacity building.
- 3) Improving the lessons and teaching quality.
- 4) Publicizing academic research, creativity and critical thinking.
- 5) Financial autonomy of Kandahar University.
- 6) Getting Quality Assurance and Accreditation.

3. The Need for Strategic Planning:

On the one hand, the determination of reconstructing the destructions of the past 4 decades, the need of presenting eligible and professional workforce, the unexpected increase of the school graduates and their interest in Higher Education, limited financial and educational facilities by the government, rapid change in the minds and demands of students, the need to compete with other national and regional universities in keeping Islamic and Afghan cultural values, and such other issues have made Kandahar University prepare a 5 - year (2017 – 2021) comprehensive strategic plan and react to the mentioned needs.

On the other hand, the university needs a well-defined and comprehensive planned strategy for its development and specific policy, based on which the future developmental affairs will be conducted.

A good strategic plan can play a significant role in the inclusive development of the university. Based on these plans, a university can set its goals in regards to its resources and be ready to react to the unexpected and sudden challenges, problems, and threats in the future.

Based on this plan, Kandahar University will be able to plan the development of its academic facilities, finding solutions for its fundamental and constructional problems, getting ready for increasing the number of students and capacity building of its staff and lecturers effectively and efficiently.

4. Vision

Kandahar University will be leading in the country and credited in the region in standard teaching, conducting quality research in various branches of sciences, and providing services for the development and ease of the society.

5. Mission

Kandahar University strives to provide such an academic and educational environment in which learnings, researches, and other academic & professional services are presented to the society on the national and international levels.

6. Core Values

- 1) Creating standard quality.
- 2) Developing national values, public services and patriotic mentality based on Islamic manners.
- 3) Conducting researches and innovations.
- 4) Creating efficient and effective management.
- 5) Bringing transparency in the works and affairs.
- 6) Preventing corruption of every kind.

7. Strategic Goals

The goals of the strategic plan of Kandahar University are to improve and promote the process of Higher Education so that 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 itself.

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

1. Constructing the Required Buildings (Infrastructure)
2. Capacity Building
3. Quality Enhancement of teaching process
4. Generalization of Academic Researches, Innovation and Critical Thinking
5. Quality Enhancement Accreditation
6. Financial Autonomy
7. Information and Communication Technology
8. Struggling against Administrative Corruption

8. Strategies for making and implementing strategic plan

A. Preparing and making

I- At the beginning, the committee of the strategic plan has been established by the leadership of the University. The committee had been critically/deeply analyzed the previous five years strategic plan of the university and checked that how has been the previous one applied. They worked on the new draft of the plan based on the experiences from the old one. Within critically analyzing the plan of the university, they have analyzed the plan of the ministry of higher education as well. Many meetings have been held for making and finalizing this plan. The committee of the strategic plan had been led

by the Chancellor of the university, Deans of the faculties and head of the departments were being working as members of the Strategic Plan Committee.

2- In the time of making the plan, the point of views of the literate people, faculty members and undergraduates have been collected. After that, the Strategic Plan Committee have been analyzed the point of views, and suggestions in a workshop held for two days. The suggestions and ideas of the participants have been respectively decided and have been shared with related academic, social, cultural, economic, and constructional sectors, for keeping their ideas and point of views in mind. Within that, academic personalities have been one of the key participants of these discussions and they gave very effective perspectives. For instance, Mr. Hayatullah Rafiqi, the former chancellor of the Kandahar University, said about the future of the university, “ The Kandahar University is not in the level as it was in earlier decades, it is now an outstanding one in the country, but not worldwide. In my point of view, Kandahar University should have MOUs with international universities that will end the current challenges of the University. Training the Academic faculty till the PhD degree will develop the quality and quantity of the university and the university will stand on its feet and will be having an academic and standard publicity.

The point of view of the famous teacher Mr. Fazal Ahmad Wolasmal about the Strategic Plan of the University is:

- If it is possible to establish Science Faculty in the administrative structure of the University.
- Establishing of the departments based on the assessment of the needs of the country.
- Closing the dormitories, equipping auditorium and research centers, publishing specific journals of the university, and extending its publication.
- Lecturers should be familiar with modern and academic theories and to prevent extremism, fundamentalism and fanaticism.

B. Implementation and observation

A committee that has been formed by Kandahar University will observe all activities of the strategic plan. According to the decision of the university, the committee has to submit a four months' report of all activities, work progress, and obstacles in implementation of strategic plan to the academic council of the university every year.

9. Expected achievements:

By implementing the (2017-2020) strategic plan, Kandahar University will experience the following achievements:

- 1) If the facilities mentioned is being prepared, it will leave positive impact on the quality of teaching process. In addition, the work and professional capacity of graduate students would have improved.
- 2) As the world is moving towards progress on daily basis, with the implementation of this strategic plan, the university would have also taken considerable measures to experience positive change.
- 3) With the availability of facilities, the credit system would have been applied in the original format.

- 4) With the implementation of this strategic plan, we would have taken benefit from all those successful experiences that other world known universities have used to move towards prosperity.
- 5) With the implementation of this plan, the university would have a proper academic environment that has great impact on learning process.
- 6) With the implementation of this plan, the lecturers would hold Master or Ph.D. degrees and the employees' work capacity would have improved.
- 7) Public awareness and reputation of the university would increase with the development and growth of university.
- 8) A positive change would be brought in educational field.
- 9) Curriculums and teaching quality of the faculties would reach an international standard.
- 10) The university would gain access to financial resources through implementation of this plan and it will make the university financially self-sufficient.
- 11) If the facilities and buildings are available according to the plan, then our next strategic plan's focus, in addition to quality teaching, would be on researches like other international universities and our youth would experience improvement both physically and intellectually.
- 12) Our university would gain more credit academically and internationally and get international accreditation.
- 13) After the complete implementation of this plan and provision of the expected facilities, the interest of youth in Kandahar University would increase automatically and their enrollments in the university would become more competitive.
- 14) Once the plan is implemented, the employees of the university would be provided better lives and working conditions.
- 15) The number of the youths, who are interested in Higher Education, would increase at university if the plan is implemented.
- 16) With the completion of this plan our lecturers and students, beside the research and academic experiments will be able to diversify the thoughts communication.
- 17) Graduating students will be attired by modern skills.
- 18) At the university all lectures, researches and administrative activities will take place by modern technology.

Section Two

Chapter (1)

Constructing the Required Buildings (Infrastructure)

1.1. Introduction

The infrastructure establishments and buildings are the significant and major priorities of Kandahar University, the construction works which should be completed on time so that a suitable learning and working environment is created for the lecturers, students, and employees, and the university would deal with the teaching, academic, and administrative affairs of the university efficiently and effectively.

Although it is necessary that the construction works of Kandahar University should be implemented as soon as possible for complete development and timely promotion of the university, however limitation of financial and budget sources obstruct this process. Therefore, Kandahar University is forced to carry out construction works based on its priorities.

Considering the priorities and facilities, the construction and rehabilitation affairs of buildings and other sites of Kandahar University are divided into the following three parts:

- I. Construction works in the central (current) campus of Kandahar University.*
- II. Construction works in the Aino Maina campus of Kandahar University.*
- III. Construction works in the medical campus of Kandahar University.*

These three parts are described below:

(I) Infrastructures in the Central (Current) Campus of Kandahar University:

Considering the available facilities and the priorities of university, the administration of Kandahar University seeks to conduct construction works in the current campus for the coming 5 years so that the current problems in this area are tackled. The following construction works are inevitably needed in the current campus:

First Objective: *Completing the Construction Works of the Cafeteria*

A quality and standard cafeteria has been built. It is expected that this cafeteria would be used effectively. It has been planned to equip the cafeteria and provide chairs and curtains for it.

Actions:

1. Equipping the cafeteria, providing chairs and curtains for it.

Second Objective: *Equipping the Auditorium*

An auditorium has been built in the current campus of Kandahar University for conferences, seminars, workshops and other academic activities. It is expected that furniture, curtains and other necessary facilities will be provided as part of its equipment.

Actions:

1. Providing furniture, curtains, and other necessary facilities for the auditorium.

Third Objective: *Completing the Construction of Two Large Classrooms*

Two big classrooms have been built in front of Literature and Economics Faculties. The completion of the construction of their ceilings, equipment and other relevant affairs would mean that these two classrooms will be completely ready to be used.

Actions:

1. Building ceilings of two big classrooms and preparing their other equipment.

Fourth Objective: *Completing the Remaining Construction Works of Economy and Literature Faculties*

The construction works of Economy and Literature Faculties have almost been completed. However, some of their works are left undone, which have been included in this plan so that all their works would be completed.

Actions:

1. Completing all the construction works of these blocks by using these contracts or other sources.

Fifth Objective: *Building a Clinic*

A well-equipped and university-needs related clinic is needed to be built at the university. This healthcare center will have full capacity of dealing with health problems and its services would be for the personnel of university. In this clinic, the patients that need emergency treatment would be treated and first aids would be provided to all the personnel of university.

Actions:

1. Designing the construction map of the clinic based on requirements.
2. Starting and completing the construction affairs of the clinic.
3. Equipping the clinic for treatment of ordinary and emergency patients.
4. Keeping the clinic open for healthcare services 24/7.
5. Providing standard and sufficient medicine for it.
6. Recruitment of the authorities and other needed personnel of the clinic.

Sixth Objective: *Building a Parking Area for the Vehicles*

Parking area is one of the most important requirements of the university, which requires a well-facilitated and big enough parking area for the vehicles of the university's personnel, so that there would be enough space and standard entering and exiting roads and ways for the vehicles. Moreover, a safety system should be built for the parking area so that vehicles would be safe from the wind, rain and other problems.

Actions:

1. Making an equipped parking area for the vehicles of university.
2. Making a parking garage for the vehicles of the students in regards to the number of their vehicles.
3. Specifying places for bicycles, motorcycles, and cars in the parking area.
4. Making a safety system for the parking area.
5. Recruiting a responsible person(s) for managing the affairs of the parking area and monitoring the parking.
6. Making a clear and well-managed regular system for the income of the parking area.

Seventh Objective: *Making a Drain System*

In order to manage the waste piping system of university, an effective system for it is one of the major requirements of the university, which should be standardly made for all the buildings of the university. The cleanliness of environment should be seriously considered while designing this system.

Actions:

1. Making waste-piping system for all the buildings of university.
2. Designing the waste-piping system according to the needs of the buildings.
3. Selecting a general area for the piped wastes.
4. Making a system for disposing the solid wastes.

Eighth Objective: *Constructing New Entrance Gate for the University and Building Information Department near to the Gate*

Constructing new entrance gates for the university and building information department near to the gate, which provides ease of work for the applicants and newcomers, is one of the requirements of the university.

Actions:

1. Based on design, building the main gate.
2. Building a reception and related rooms for visitors.
3. Activating the Information Center, and electing the staff for it.
4. Pointing out responsibilities and duties to the staff.

Ninth Objective: *Restoration of the Available Buildings*

The present buildings need to be reconstructed to prevent further damage. So, pointing out all reconstruction required places, estimating the cost of reconstruction. Sending budget proposal and getting budget from the ministry of Higher Education and restoring all damaged places with good quality.

Actions:

1. Identifying restoration requirements.
2. Estimating reconstruction cost.
3. Sending budget proposal and getting budget from the Ministry of Higher Education.
4. Restoring all damaged places with good quality.

Tenth Objective: *Building Roads and Lay-outs (sub-ways) inside the University*

According to the university's Master Plan: building roads, new buildings, lay-outs and leveling the campus area of university and it is a prioritized task of the university.

Actions:

1. Leveling the campus area of the university.
2. Paving the main road and layouts (sub-ways).
3. Building new main roads and sub-ways between the buildings and blocks.

Eleventh Objective: *Constructing water reservoir in the university campus:*

Construction of the water reservoir is too necessary in the university campus to keep green and growing exist greenery and agriculture affairs.

1. Determining the location of water reservoir
2. Determining the shape, design and capacity of water reservoir
3. Estimating the cost for constructing of water reservoir
4. Completing construction affairs of water reservoir

Twelfth Objective: *Equipping and Building Standard Playgrounds for Sports and Fitness*

It is an essential objective for sporting facilities (Gymnasium, Volleyball, Football, Basketball and Cricket grounds) in present campus of the university. These are not only good for sporting events but also for lecturers and students who can use these facilities. Building sport grounds is related to this objective as part of the Master Plan.

Actions:

1. Designing, building and equipping sport grounds according to the Master Plan.
2. Equipping the grounds.

(II)- New Buildings in New campus of University in Aino Maina:

Kandahar University intends to give more focus to building new buildings and blocks in new campus of Aino Maina, in order to provide more classrooms and facilities for learners and to overcome the present problems.

Kandahar University strives to value the priorities and build the followings in coming five years.

First Objective: *Developing Master Plan*

We considered Master Plan for Aino Maina area to have a new campus there. There, we wish to have more facilities and buildings according the Master Plan and evaluate the progress accordingly.

Actions:

1. Developing a new master plan for Kandahar University campus in Aino Maina.
2. Making circumstances for research and more facilities for master plan.
3. Estimating length of time and supervising the progress of the new buildings according to the master plan.
4. Developing and designing all maps for new campus according the master plan.
5. It is concluded in master plan to have; enough classrooms, particular teachers' rooms, hostels, green areas, sport areas, business areas and other.

Second Objective: *Building Campus Surrounding-Wall and Main Gate of Kandahar University in Aino Maina*

Campus surrounding wall construction and main gate construction are considered prioritized.

Actions:

1. Designing campus-surrounding wall.
2. Estimating cost of the surrounding wall.
3. Beginning and ending the wall construction project on exact time.
4. Beginning and ending main gate's building.

Third Objective: *New Roads and Leveling Campus Area*

Leveling campus area, mapping roads and leveling them are also assumed prioritized.

Actions:

1. Leveling of new campus area.
2. Building new roads and subways of buildings and blocks.
3. Asphaltting main road and sub-ways.
4. Asphaltting both sides of the roads of Loya-Weyala inside the university campus.
5. Placing decorative water fountains over the canal.

Fourth Objective: *Making Systems for Irrigation and Drinking Water*

As the pH degree in water of Aino Maina is inappropriate, so we need to provide a system of water; both supplying drinking and irrigation water.

Actions:

1. Making an effective system for safe drinking and irrigation water.
2. Making safe drinking water system.
3. Making water purifying system in case, it is needed.
4. Working on “How to use Zahir Shahi Canal water?”

Fifth Objective: *Making Power System*

Enough power (electricity) system for university is a vital need. So, we need to work on a strategy that would enable university to rely on its own power production and power storage system.

Actions:

1. Providing and equipping main power system.
2. Preparing power energy.
3. Preparing solar energy.

Sixth Objective: *Taking Actions for the Purpose of Greenery and Environmental Protection inside the University*

According to the Master Plan, we need to plant trees for the environmental protection and greenery inside the university, planting trees on both sides of the Zahir Shahi Canal. In addition, for the purpose of having a clean and green environment, managing garbage; eliminating and controlling common wastes and other biological and chemical wastes are included in this requirement.

Actions:

1. Planting and cherishing the greenery according to the Master Plan.
2. Asphalted roads and planting tree on both sides of Zahir Shahi Canal.
3. Making a green park and providing all the facilities for it.
4. Making green areas on both sides of the main road and sub-ways.
5. Making a decorative water fountain on a suitable spot of the university’s exiting road.
6. Providing fundamental facilities for collecting and disposing garbage and wastes.
7. Taking special measures for transferring, and eliminating common, biological and chemical wastes.

Seventh Objective: *Making Three Fundamental Bridges over Zahir Shahi Canal*

Making these three fundamental bridges are considered to be very important requirement, through which all traffic is conducted. These bridges are planned to be made based on the Master Plan with high quality. Besides, it includes waterfalls, too.

Actions:

1. Designing the three planned bridges based on the Master Plan of Aino Maina Campus.
2. Launching the construction works of the bridges based on fixed date.

Eighth Objective: *Constructing Administrative Building, Teaching block, Masjid, Houses and other Buildings*

Making the administrative and teaching buildings are prioritized in this new campus of the university. Besides the quality, making buildings for Masjid, houses for Chancellor, Vice Chancellors of the university and a school should be built based on the strategic plan of the Kandahar University. Moreover, these works should be done based on the uttered and given promises of AFCO Company.

Actions:

1. Constructing dormitory buildings for students.
2. Constructing buildings for the Faculties of Sharia, Journalism, Computer Science, Law, Public Administration and Policy, and Natural Sciences.
3. Building a clinic.
4. Establishing nursery school and school.
5. Building four playgrounds for volleyball, basketball, football and cricket.
6. Connecting Kandahar University with Fiber Optic Network.
7. Building cafeteria.
8. Constructing buildings for a Market, Bank, Parking, and Information Technology Center.
9. Offering lands for the lecturers and other deserved staff in the view of a particular procedure. In addition, building houses based on an integrated map and design.

(III)- Constructing Infrastructure in Medical Campus

Medical Campus is the third working place of Kandahar University. The five years plan for this campus includes reconstruction of buildings, making water supply system, making new system for electricity. Making new blocks for Faculty of Stomatology, and a block for Infectious Diseases are included in this phase.

First Objective: Making Master Plan for Medical Campus

For the Medical Campus, a Master Plan is considered an initial requirement. The new buildings for educational purposes, water and power systems, building of new roads and layouts and recognizable greenery inside the campus are all going to be done based on the Master Plan.

Actions:

1. Making a Master Plan for Medical Faculty's campus in the year 2018.
2. All construction and other works will be completed according to the Master Plan.

Second Objective: Reconstructing the Surrounding Wall and the Present Blocks of the Medical Campus

Reconstructing the former available buildings in the campus is considered an importance requirement which would be done according to the plan. This requirement includes repairing water system, renewing power system, providing of Internet facilities and reconstructing the surrounding wall of the campus.

Actions:

1. Beginning and ending the reconstruction on time and according the Master Plan.
2. Repairing water system.
3. Repairing the power system.
4. Providing internet facilities.

Third Objective: Making a Teaching Building for the Faculty of Stomatology

One of the most important requirements of Medical Campus is the construction of stomatology Faculty and all affairs of the construction of faculty will be conducted according to the Master Plan.

Actions:

1. Constructing a three-floor building.
2. According the Master Plan, starting and ending the construction work on time.
3. Providing essential items for the faculty.

Fourth Objective: *Making New Buildings for the Faculties of Nursing*

Establishing Nursing Faculty is considered an important requirement for the Medical Campus. It is considered that these Faculties will be furnished according to the needs of the community and the practical work of the hospital. These faculties should fulfill all the requirements in the field of nursing.

Actions:

1. Designing map for both Nursing and Faculties according to the Master Plan.
2. Starting and ending the construction on time according the Master Plan.
3. Equipping the faculties according to their requirements.
4. Making the organizational structure (Tashkeel) for the lecturers of both faculties, and then sending it to the Ministry of Higher Education for confirmation.

Fifth Objective: *Making a well-equipped Clinic for OPD Patients*

Inside the campus, we need to build a diagnostic and curing clinic for OPD patients that would be sufficient in providing enough service to the university. This health center will have the capacity to address health issues and provide health services to all personnel of the university. Moreover, the hospital will run a special emergency branch for patients and would operate for first aid services too.

Actions:

1. Designing a map for clinic based on the Master Plan
2. Beginning and ending the construction work on time.
3. Equipping clinic for primary and emergency services.
4. This health center will be able to provide services 24 hour a day.
5. Providing enough and good quality medicine based on necessity.
6. Providing good quality health care services in cooperation with private and non-private sectors.

Sixth Objective: *Constructing building for teaching Hospital*

Teaching Hospital, beside the practical work of the students, is an important center for medical treatment of the people in need. University is proud of providing healthcare services together with teaching. Considering the need to deliver better healthcare services, the teaching hospital seriously needs three other specific buildings.

1. Constructing a building to manage operational and administrative affairs of hospitalized patients.
2. Constructing a building to control and diagnose gynecological and children diseases as well as constructing a building for vaccination center.
3. Constructing a building to control and prevent infectious and contagious diseases.
4. Providing necessary facilities for above buildings.

Seventh Objective: *Making Greenery in the Hospital*

Planting different trees and lawn for making the hospital environment green is considered one of the important requirements.

Actions:

1. Planting fruitful, fruitless trees and flowers inside the campus.
2. Making greenery in required areas.

1.2. Conclusion:

The infrastructure establishments and buildings of recent campus of Kandahar University, Aino Maina campus and Medical Faculty campus will be constructed based the priorities. Completing above mentioned constructions, Kandahar University will have fulfilled the present requirements infrastructures to some extent. Meanwhile, it is important to take in account providing and arranging the following facilities such as internet connection, water supply system, safe canalization system, environment protection and sufficient power (electricity) for all three mentioned campuses.

Chapter (2)

Capacity Building

2.1. Introduction

For the betterment and on time development of Kandahar University, It is important to start working for the capacity building in the University. To achieve this goal, Kandahar University needs to divide the following steps in building the capacities.

2.2. Establishing new Faculties and Branches

Considering the needs of the country in the field of Higher Education, Kandahar University plans to establish new faculties in upcoming five years such as Fine Arts, Archaeology, Natural Science and Nursing faculties in which professional and skillful students will be educated in order to serve their society.

First Objective: *Establishing the Faculty of Natural Science*

According to the plan, faculty of Natural Science will be established in upcoming five years. Academic cadres (lecturers) will be employed for the faculty of Natural Science so that students will have skilled lecturers as in other faculties in the University of Kandahar.

Actions:

1. Making an accepted curriculum in accordance with the conditions and needs of country and the development of world.
2. Establishing the departments for faculty of Natural Science (Physics, Mathematics, Chemistry and Biology) considering the priorities.
3. Employing professional teachers and providing possibilities of practical facilities for the faculty.
4. Preparing teaching materials according to the curriculum of the faculty.

Second Objective: *Establishing the faculties of Fine Arts and Archaeology*

Faculties of Fine Arts and Archaeology are going to be established in Kandahar University in upcoming five years according to the plan. Professional teachers will be employed for the faculties so that the students of the faculties will have skilled lecturers as in others faculties.

Actions:

1. Making a suitable curriculum for the branches of faculties in accordance with conditions of country and development of world.
2. Getting organizational structure (Tashkeel) according to the needs of faculties.
3. Establishing general and other branches in the faculties of Fine Arts and Archaeology.

4. Employing lecturers for the faculties and providing them practical learning facilities.
5. Preparing learning materials for the faculties according the curriculum.

Third Objective: *Establishing Faculty of Nursing*

One of the important requirements of the university is establishing the faculty of Nursing in an appropriate time according to the main plan and conducting all its deeds. This requirement includes developing curriculum, attaining organizational structure for employing cadre lecturers, providing possibilities and facilities for the educational and practical activities.

Actions:

1. Developing Curriculum for Nursing Faculty.
2. Providing possibilities and facilities for educational and practical activities.
3. Attaining Tashkeel (organizational structure) and employing cadre (professional) lecturers based on needs.

Despite establishing new faculties, Kandahar University would have mainly focused on establishing new departments and empowering the current ones.

It has planned to establish the following departments in upcoming 5 years. (*See Table 5*)

Fourth Objective: *Starting “specialty in medicine” program*

Strategic plan of Kandahar University contains to establish teaching hospital for starting “specialty in medicine” program. This program will get start in two section: General diseases and general surgery. The leadership of university will provide required materials and after few years the program will get start in the other two sections: Gynecology and children diseases,

1. Getting approval for staff from MoHE and recruiting staff
2. Recruiting specialist physicians and employees
3. Equipping surgery, general, Gynecology and obstetrics, Ear, Nose and Throat (ENT) departments by modern equipments.
4. Providing lab equipment and diagnoses machines such as echocardiography, endoscopy and MRI.
5. Introducing lecturers to the long term and short term training programs

Fifth Objective: *Increasing Organizational Structure “Tashkeel” of Teaching Hospital*

Tashkeel is primary need for the hospital, Kandahar University will not be able to deliver better services to the people without Tashkeel.

1. Increasing hospital’s Tashkeel from 72 to 200
2. Appointing qualified and expert employees in the teaching hospital
3. Providing necessary trainings to the nurses and doctors

Sixth Objective: *Expanding Master in Public Health “MPH” program*

1. Providing fundamental facilities for the MPH program
2. Providing qualified Ph.D. teachers instructors
3. Developing of modern curriculum according to the current situation of the country.
4. Constructing information center to get library and distance learning facilities
5. Paving ground to those who are eligible to learn in MPH program

Table (5): Establishment of New Planned Faculties and Departments

No.	Faculties	Departments	Type	Est. Year
1	Engineering	Mechanical Engineering	Graduating	2018
2	Medicine	Anatomy	Non-graduating	2017
3		Histopathology	Non-graduating	2017
4		Public Health	Non-graduating	2018
5		Otolaryngology	Non-graduating	2018
6		Gynecology and Obstetric	Non-graduating	2018
7	Nursing	---	Graduating	2019
8	Agriculture	Agribusiness	Graduating	2017
9		Water, Cultivation, and Agricultural Soil Science	Graduating	2018
10		Agricultural Mechanism	Graduating	2019
11	Education	Sociology	Non-graduating	2018
12	Public Administration	Management Development	Graduating	2020
13	Journalism	Peace Journalism	Graduating	2020
14	Languages and Literature	Department of Dari	Graduating	2020
15		Department of Turkish	Graduating	2019
16		Department of Arabic	Graduating	2018
17	Islamic Sharia	Exegesis and Hadith	Graduating	2018
18	Fine Arts and Archaeology	Fine Arts	Graduating	2021
19		Archaeology	Graduating	2021
20	Natural Science	Math	Graduating	2021
21		Physics	Graduating	2021
22		Chemistry	Graduating	2021
23		Biology	Graduating	2021

2.3. Faculty and Non-faculty staff capacity building

For the better growth and on time development of Kandahar University; Kandahar University needs to work for increasing the capacity. To achieve this goal, University needs to follow these steps in building the capacities.

First Objective: *Introducing the current Master Lecturers to Doctorate programs*

Lecturers have to be introduced to doctorate programs for building their capacity. Therefore, Kandahar University has to introduce at least 30% percent of its lecturers to doctorate programs in upcoming five years. The strategy below denotes yearly progress. (See Table 7)

Actions:

1. Increasing lecturers' level to doctorate up to 3 % by the year 2017.
2. Increasing lecturers' level to doctorate up to 5 % by the year 2018.
3. Increasing lecturers' level to doctorate up to 6 % by the year 2019.
4. Increasing lecturers' level to doctorate up to 7 % by the year 2020.
5. Increasing lecturers' level to doctorate up to 9 % by the year 2021.

Second Objective: *Introducing bachelor degree lecturers for Master programs*

Although, considering the rule of Higher Education stating that all new employed lecturers should have their Masters degrees within upcoming five years. However, now the employed Bachelor lecturers should get their Master degrees inside or outside the country up to the next five years. Following this way, Kandahar University faculty will get complete their Master Programs and heighten their capacities. (See Table 7)

Actions:

1. Increasing the current level of bachelor lecturers to Masters up to 20% by the year 2017.
2. Increasing the current level of bachelor lecturers to Masters up to 20% by the year 2018.
3. Increasing the current level of bachelor lecturers to Masters up to 20% by the year 2019.
4. Increasing the current level of bachelor lecturers to Masters up to 20% by the year 2020.
5. Increasing the current level of bachelor lecturers to Masters up to 20% by the year 2021.

Third Objective: *Providing short-term trainings for faculty*

All the lecturers of Kandahar University need their academic, pedagogical, and administrative skills to be increased. In spite of this, newly employed 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.

Actions:

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. Making training programs in ICT for lecturers.
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).

Fourth Objective: *Capacity building of administrative and teaching employees (managers)*

Forty-four administrative and teaching employees will be trained in relevant fields totally; Short-term training workshops will be conducted for them to prevent occurring problems in daily routines of administrative employees.

Actions:

1. Conducting training programs for administrative correspondences and letterings.
2. Conducting training program for learning the skills of filing and placing documents.
3. Conducting office skills training programs.
4. Conducting training programs for time management.
5. Conducting training programs for plan making.
6. Conducting training programs for report writing.
7. Conducting training programs for taking benefits from IT and e-governance.
8. Conducting training programs in administrative and working ethics to administrative employees.

Fifth Objective: *Technical employees' capacity building*

Fifty of technical employees of Kandahar University in Central Laboratory, Library, Agricultural Research Farm, Media Operating Center, Career Center, Metrological Station, and Teaching Hospital have to be professionally trained to perform their practical works in a standardized manner in their particular fields.

Actions:

1. Making training programs to all technical employees at Central Laboratory, Library, Agricultural Research Farm, Media Operating Center, Career Center, Metrological Station, and Teaching Hospital according to their professions.
2. Conducting training programs at practical and technical skills for central laboratory and Agriculture Research Forum employees.
3. Making training programs and competitions among technical employees of Central Laboratory and other aforementioned centers for the purpose of encouragement in academic improvement, creativities, innovative, and encouragements.

Sixth Objective: *Revising all the programs: revising the programs, improvement, and updating curricula*

Kandahar University will revise curricula in upcoming five years in which all the needs and necessities of the society will be considered in order to standardize curricula with social changes, demands and progresses.

Actions:

1. Revising all the curricula and course materials of the faculties along with international criteria and characteristics.
2. Changing those areas of curricula, which need to be changed in relation to the laws of the Ministry of Higher Education.
3. Collecting ideas from the students and from the alumni's of the relevant departments in updating curricula and applying the issues according to the needs of the society.
4. Curricula Revision Committee will be visiting well-known regional and international universities several times in order to meet our goals completely.

Table (6): The statistic of Capacity building of Lecturers, administrative, technical and service workers

No	Faculties	Current lecturers			The number of hiring lecturers in five years	The number of educational capacity building of lecturers		The number of lecturers for short-term training	The number of lab rants and technical worker for capacity building	The number of administrative workers for capacity building	The number of hiring new administrative and technical workers	The number of new service workers
		Ph.Ds.	Masters	Bachelors		From Bachelor Degree to Master	From Mater to PhD					
1	Agriculture	1	19	14	54	14	10	10	3	2	3	2
2	Medical	1	17	12	10	12	8	5	3	2	2	3
3	Engineering		20	10	30	10	10	5	4	2	2	2
4	Education	1	18	44	61	44	10	15	5	4	3	3
5	Law and Sharia		6	18	10	18	3	5	3	2	2	2
6	Economics		6	14	40	14	2	6		2	2	2
7	Journalism			10	19	10	1	6	4	3	2	3
8	Law and Political Science		1	10	13	10	2	6		2	2	1
9	Public Administration		2	6	28	6	1	6		2	2	1
10	Languages and Literature		2	10	34	10	2	2	3	2	2	2
11	Computer Science		3	4	29	4	1	2	6	2	4	3
12	Stomatology				5		1	2	2	2	2	1
13	Fine Arts and Archaeology				5						4	2
14	Natural Sciences				10						4	2
15	Nursing				5						4	2
16	Teaching Hospital								6	4	4	4
17	Research Farm								2	2	3	1
18	Media center								5	2	3	1
19	Library								4	2	3	2
Total		3	94	152	353	152	51	70	50	37	53	39

2.4. Presenting professional and skillful graduates to the society

Like other national and international universities, Kandahar University also has the best vision to present professional and skillful graduates to the society in order to create opportunities for the improvements of the society. For this goal, Kandahar University wants to be assured that students have adequately taken special credits in their relevant departments based on international criteria and characteristics, there has been enough progress in human resources recruitment, and MoUs (Memorandum of Understandings) have been made with national and international universities, research centers, and international academic centers.

First Objective: *Taking enough special credits by students and getting high working skills*

University wants to be assured that students have adequately taken special credits in their relevant departments according to international standards, or are aware of the demands of the market, and have completely benefitted the current opportunities of the University.

Actions:

1. Focusing on special credits of each department in all faculties.
2. Insisting on enriching teaching materials of special credits.
3. Focusing more on research issues in special credits.
4. Providing opportunities of practical working in special credits to the students.
5. Providing opportunities of innovation and creativity to the students in special subjects.
6. Providing facilities for the students to fully access and benefit the Laboratory, Central Library, Career Center, Media Operating Center, IT and others.
7. Obligate lecturers to give monographs, projects, group works, and other individual assignments in consideration to all academic values like research, progress and updating.
8. Providing the knowledge of working opportunities for senior students in their relevant fields through Career Center and expressing the needs and demands of market to them.

Second Objective: *Increasing human resource recruitment*

Kandahar University, like other universities of the country, needs professional and capable lecturers in order to apply teaching process appropriately. Moreover, apply and practice advanced standard curricula in a great manner, besides establishing faculties.

Actions:

1. Making ratio of students and lecturer 1/27 based on the strategic plan of the Ministry of Higher Education.
2. Making logical proportion between enrollment and graduation of the students.
3. Applying the condition of Master and Ph. D degrees in employing lecturers.
4. Performing practical works based on the level of each subject.

Third Objective: *Establishing cultural relation and academic partnerships with national and international universities*

An effective way for capacity building of university lecturers and employees is to sign MoUs with national and international universities. Based on those MoUs the lecturers of Kandahar University will be able to benefit teaching materials and experience of other universities that they are sharing with our country.

Actions:

1. Establishing a new committee for mending and strengthening international relations.
2. Renewing MoU with Kabul University.
3. Renewing MoU with Kabul Poly-Technique University.
4. Renewing MoU with Medical University of Kabul.
5. Renewing MoU with Education University.
6. Renewing MoU with Balkh University.
7. Renewing MoU with Herat University.
8. Renewing MoU with Nangarhar University.
9. Renewing MoU with Khost University.
10. Pursuing and evaluating the existing national and international MoUs, and removing barriers/ constraints in implementing their materials.

Kandahar University tries to sign new MoUs internationally with two Asian, two American, and two European universities within five years.

2.5. Conclusion

In order to enhance working capacity of Kandahar University faculty and non-faculty; first of all, it is needed to increase the number of academic cadres (faculty) and then enhance the working capacity of them in academic and administrative sections. It is planned to increase the level of Ph. D to 30% and all Bachelor lecturers to Masters in upcoming five years. In addition, increase and employ the number of lecturers and administrative staff up to 905. Furthermore, the administrative staff who are especially newly employed would be provided short-term training programs in order to prevent problems in their daily routines.

Chapter (3)

Quality Enhancement of teaching process

3.1. Introduction

One of the specific purposes of the Kandahar University's strategic plan is to enhance the quality of teaching as a result there will be a satisfied and standardized teaching process in all faculties. To achieve this goal, the capacity of the lecturers should be noticed during the employment, curriculum should be updated and applied each time, TIP, TAP plans should be practically introduced to lecturers when implementing teaching processes, and departments are responsible to observe the implementation of the plans. Besides, applying new teaching methods (OBE, SCL and IT or e Learning) are those strategies that can have positive impact on the quality of teaching process.

First Objective: *Constructing a new building for establishing PDC*

It is necessary to establish a suitable building for this center in which there should be administrative rooms and a room for conducting training programs. In addition, this center should be equipped with electricity, internet and other related facilities.

Actions:

1. Specifying a place for the center inside the university.
2. Providing related facilities (electric equipment, carpet, chairs etc.) for PDC.

Second Objective: *Appointing capable staff for PDC*

It is an important necessity employing suitable staffs for PDC in order to accomplish all administrative tasks and could make annual plans and training programs for the center. The center will provide training programs for all those necessary dimensions, which need to be covered.

Actions:

1. Employing a capable professional in charge for PDC.
2. Providing a schedule for training programs in different areas.
3. Appointing an in charge for PDC in controlling administrative tasks.
4. Assigning salary and specifications of these individuals in technical and administrative tasks.
5. Specifying the responsibilities and plans of PDC.

Third Objective: *Providing training for lecturers inside and outside the country*

It is an important necessity introducing and applying new methods for lecturers in teaching and learning considering the modern era. These new methods would provide worldwide teaching activities. Lecturers have to participate in the related international training programs and they have to participate in the same training programs inside the country either.

Actions:

1. Providing global training opportunities for participants.
2. Communicating with international organizations and administrations in this section.
3. Providing training programs inside the university.
4. Communicating with national and regional administrations and universities.

Fourth Objective: *Determining clear objectives for university, faculties, departments and courses*

With implementing student-centered learning and outcome-based education methods, it is important to clarify the objectives for the faculties, departments and courses so that the objective of the aforementioned sections are fortified.

Actions:

1. Specifying clear objectives for faculty.
2. Specifying clear objectives for departments.
3. Specifying clear objectives for each course.
4. Assigning a professional team for selecting the cited objectives.
5. Selecting and assessing objectives based on Outcome-Based Education methods.

Fifth Objective: *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.

Actions:

1. Adjusting the activities of curricula committee with new methods.
2. Making teaching materials and Individual Action Plans by the lecturers according to new methods.
3. Assessing teaching materials and activities according to new methods.
4. Applying new methods in teaching by lecturers.

Sixth Objective: *Teaching English and Arabic languages*

Those academic staffs who want to get promotion and scholarships of M.A or Ph. D levels in international universities ELCLC and Arabic language learning center facilities which are located inside university are provided that can help them improve their knowledge of above languages and reach their goal.

Actions:

1. Choosing a criterion for employing academic staff for English and Arabic languages teaching.
2. Training academic staff in named languages by ELCLC and Arabic learning centers.
3. Providing related training programs for lecturers.

Seventh Objective: *Establishing Cultural Centers for International languages*

Human Societies need to live together, which requires some instruments to achieve shared goals. One instrument from is language which closes human societies to each other and pave the way for achieving shared goals. The languages are only the way that can be used for better understanding and communicating between human societies.

In addition, academic centers especially universities are required to establish international languages' centers to learn the mentioned languages and achieve the shared goals.

Actions:

1. Establishing international and regional language centers for approaching different cultures
2. Designing Software and providing physical facilities for learning of Arabic, German, Indian and Chinese languages.
3. Providing library and Internet facilities in high level for the respective languages.
4. Creating good relationships with respective countries of these languages.
5. Providing distance and online learning facilities also encouraging interested instructors and students to communicate and use facilities of the centers.
6. Launching and arranging students' exchange programs with respective countries of these languages.
7. Paving ground for working and researching together with lecturers of respective countries through these centers.

Eighth Objective: *Establishing allegorical court centers for implementation of law and justice issues*

University plans to establish allegorical court for the students of law and political science and sharia faculties to help them in practical learning. The mentioned court will be an appropriate center for better practice of learning and the abovementioned legal clinic will serve a legal advising center.

Actions:

1. Getting budget approval for establishing allegorical court from MoHE and requesting financial support from other donors to establish the legal clinic and allegorical court.
2. Creating a committee to monitor and evaluate affairs of these centers.
3. Launching a transparent strategy to compete students with each other.
4. Establishing a right path to encourage students to work practically with judicial and justice organizations.
5. Creating other departments in the structures of the abovementioned centers to access the facilities.
6. Providing required materials for legal clinics.

3.2. Conclusion

Enhancing quality of teaching process is one of the main goal of university. Academic centers are trying to use all the facilities seriously to enhance teaching quality and align it with standards. This will help us to decrease and solve the existing problems in the regional and country level.

Kandahar University harshly tries to enhance quality of teaching process and consequently deliver most skilled graduates than other universities to the society.

Chapter (4)

Generalization of Academic Researches, Innovation and Critical Thinking

4.1. Introduction

The academic research, innovations and critical thinking are three significant values and goals for the growth and development of academic environment. Kandahar University intends to have full attention to those three values in academic, teaching and administrative activities and wants to improve its own activities based on those principles.

First Objective: *Academic Research*

Research is being brought forward as important value and activity in academic environment. It is expected from university lecturers to apply the research projects for the development of their academic innovations and to expand academic researching resources in general. Kandahar University academic leadership tries to generalize and increase academic researches.

Actions:

1. Preparing material and immaterial possibilities and resources.
2. Equipping the existing laboratories.
3. Increasing and publishing academic researches and printing them in the academic magazine of university and other international magazines (journals).
4. Giving instructions to new lecturers in different training programs about the importance of research and the promotion of its actions during teaching.
5. Compelling all academic personnel of university to apply the contents of those trainings in their research projects.
6. The trained lecturers are obliged to guide students, how to prepare their class projects, seminars, grouping conferences, monographs, and other learning processes according to new research methods and how to get benefits from international researches.
7. Applying researches for recognizing the needs in different parts of community.
8. Applying researches for knowing basic problems and requirements of community and finding their solutions.

Second Objective: *Generalizing Innovation*

Kandahar University intends to persuade innovative or creative lecturers and tries to supply such circumstances in university environment to generalize and appreciate creation as a value. The university leadership will try to support inventive teachers and innovative students and will prepare material possibilities to them. The elite students committee of each faculty will play a significant role in introduction and support of innovative students. All the possibilities of university will be used for scientific innovations and findings and as well as for supplying enough technological equipment to generalize innovation as a value in students educational process, mostly in the environment of Kandahar University.

Actions:

1. Conducting training programs about innovation for the comprehension of lecturers.
2. Conducting training programs about innovation for the comprehension elite students.
3. Making elite students committees.
4. Supporting innovative students by the way of elite students committees.
5. Preparing new technological equipment for scientific innovations and findings.
6. Generalizing creations and innovations in educational process completely.
7. Giving membership to innovative students in laboratories so that they will prepare practical and theoretical opportunities in their researches and innovations.
8. Finding financial and material supports in regional and national level for supporting creative teachers and students.
9. Encouraging and introducing creative teachers and students with their creations in national and international level.
10. Publishing articles in students' magazine about innovation, persuasion, researches and spiritual merits of the students.

Third Objective: *Popularizing Critical Thinking*

Critical thinking is meant a mental and practical process which a human being can empower his/ her mental independence, increase self-confidence and judge logically during the decision and argumentation.

Critical thinking is supposed to be the base of science and democracy, because both of them are raised on argumentation and logicity. In addition, critical thinking enables people to give importance to creation, new sight and reform in the science and social issues. Particularly, the training, generalizing and persuasion of critical thinking in educational environment prohibits favoritism, prejudice and pessimism. On the one hand, Critical thinking helps students to separate beneficial and unbeneficial issues from one another. On the other hand, the training and rearing of critical thinking in students helps them familiarize themselves with human values and reform their own personalities by their freethinking.

The goal for generalizing and grounding critical thinking in universities is to persuade lecturers and students to follow logical and reasonable results instead showing strong emotions, affection reflection and pre-judgment about ideas, information and events.

Obeying and applying the guidance of critical thinking helps students learn the solutions for problems, strengthens his/her own argumentative force, and learn how to express idea and language skills. Training critical thinking in environment of university helps students to analyze the information that they have learned and apply them in their daily activities. In the result of grounding critical thinking, students should find themselves independent and without the help of their lecturers, they have to find the ability of self-understanding.

Actions:

1. Conducting training programs for lecturers regarding the importance and values of critical thinking.
2. All lecturers are obliged to give students full understanding and training about critical thinking in different stages.

3. Finding such ways by which students will understand and learn the values of critical thinking and gradually apply them in educational and personal activities.
4. Making new workshops continuously for lecturers about critical thinking and collecting their suggestions for exceling the critical thinking.

4.2. Conclusion

Considering the possibilities of Kandahar University, the university provides opportunities in different areas for researches, innovations and inventions. By strengthening the confidence of innovation, researches and critical thinking in lecturers and students, we want to oblige the rearing, generalizing and grounding of new academic values.

Chapter (5)

Quality Enhancement Accreditation

5.1. Introduction

Kandahar University has always done non-stop and countless efforts for quality enhancement. Thereupon by getting 53 marks in the first stage of quality enhancement process won the third place among Afghanistan universities, in second stage by getting 67.8 marks won the first position among all valid and creditable universities of country, and in the third stage, by getting 71 marks got the CEQA Status. The last stage, which needs 91 marks to win, is one of the Kandahar University's biggest objectives. In this process, making Self-Assessment Action Plan (SAAP), introducing this process to all personnel, implementing all 11 main and 48 sub criteria correctly, supervising this process continuously, finding the causes in the cases where the criteria are not applied and enrichment of these criteria totally are those issues which Kandahar University focuses more on it until getting accredited and high position.

First Objective: *Providing self-assessment report*

Making and providing a self-assessment report for quality enhancement, which can be merged, with self-assessment reports of faculties and arranging and providing one single self-assessment report for university.

Actions:

1. Preparing Self-Assessment Action Plans (SAAPs) of all faculties.
2. Reviewing all individual Self-Assessment Action Plan carefully.
3. Merging all Self-Assessment Action Plans and making one out of them.
4. After merging, revising individual Self-Assessment Action Plan.
5. Printing the merged SAAP.
6. Sending merged SAAP to all related organizations.

Second Objective: *Introducing Quality Enhancement Process to all university staff*

Introducing Quality Enhancement process to all university personnel and giving them overall information about it, so all university personnel can know and understand the basic objectives, values and influences of Quality Enhancement process completely.

Actions:

1. Giving a complete introduction of Quality Enhancement to all university personnel.
2. Presenting seminars on the level of university, faculties and departments.
3. Introducing Quality Enhancement related issues, values of the process, objectives, advantages and effects to all personnel.

Third Objective: *Implementing 11 main and 48 sub criteria of quality enhancement*

Implementing 11 main and 48 sub criteria of quality enhancement in all faculties and related departments of the university perfectly in which all personnel of university should take active participation. The reasons that prevent its applications should be clarified and suitable solutions should be provided.

Actions:

1. Applying 11 main criteria of quality enhancement in all university.
2. Knowing each criterion of quality enhancement and applying it in all tasks.
3. Taking into account all sub criteria when applying each main criterion.
4. The reasons that prevents its applications should be clarified and suitable solutions should be provided.
5. After clarifying reasons reviewing and enriching each criterion.

Fourth Objective: *Supervising quality enhancement process thoroughly according to the schedule*

According to the schedule, supervising quality enhancement process so that the activities of faculties will be more satisfying. Supervising all the departments continuously so that teaching processes will be re-assessed repeatedly. At the end of supervisory process, finding out probable problems that prevent applying these criteria and finding suitable solutions for them.

Actions:

1. Supervising the teaching and administrative tasks of all faculties and departments according to schedule.
2. The reasons that prevents the application of quality enhancement criteria should be clarified and suitable solutions should be provided.
3. After clarifying reasons, reviewing and enriching each criterion.
4. Suggesting possible solutions for the problems of supervisory results after the assessments.

Fifth Objective: *Finding out the weak points within quality enhancement process and enriching them*

In the case of applying criteria weakly within quality enhancement process, finding out their factors, enriching them, so that the weak points in the quality enhancement criteria are assessed and supervised so as to fining out the solutions for the problems and facilities for them for removing all weak points, and enriching them.

Actions:

1. Finding the factors that prevent the application of quality enhancement in university.
2. Continuously finding the weak points.
3. Finding the solutions for the clear weak points.
4. Finding out the factors that prevent the application of a criterion and facilitating them.
5. Enriching the weak points with available and other facilities.

Sixth Objective: *Making relationship and acquiring membership of regional quality assurance organizations*

The university will get the membership of regional quality assurance agency such as Asia Pacific Quality Network (APQN) by its own efforts.

Actions:

1. Requesting criteria and requirements from the respective agencies of quality assurance
2. Sending request letters to the respective agencies for membership
3. Sharing documentary information with considering of their requirements from existing position, performed activities and achievements of university with respective agencies
4. Using every facility for well informed of the respective agencies from the position and performed activities of university

5.2. Conclusion

It is necessary for quality enhancement accreditation that all university personnel have to be completely familiar with all criteria and know them correctly. In the case of misapplication of the criteria, finding out their factors and providing solutions and facilities for them so that these criteria would be applied correctly and the university will reach its own assigned goal.

Chapter (6)

Financial Autonomy

6.1.Introduction

Financial autonomy policy of all universities that has been approved by the Ministry of Higher Education (MoHE) leading team, will be implemented primarily in the central universities and then in Nangarhar University and Balkh University. This financial autonomy policy will later be implemented in the biggest universities of the country too. Based on this policy, universities will be able to independently allocate and spend the budgets themselves and will attain income possibilities.

Kandahar University financial autonomy is included: in sustaining and increasing night faculties; jointly conducting researches for companies and organizations; building parking lots for vehicles inside and outside the university; through Public-Private Partnership (PPP) programs (expanding and equipping Central Laboratory, equipping Kandahar University's Medical Campus and establishing a medical store within it, constructing dormitory building and providing facilities for it, and establishing research and product center in industrial park); increasing public services; and Kandahar University Research Center, Media Center and Research Farm.

First Objective: *Increasing and sustaining Kandahar University Night Faculties*

Financial autonomy implementation for Kandahar University Night Faculties is assumed one of the major resources. Kandahar University is presently having Sharia, Economy, Agriculture and Education Faculties. Kandahar University is planning to establish Public Administration and Law Faculties in the night shift either.

Furthermore, Kandahar University is also planning to receive income with initiating Master Programs.

To do so, the following Actions are taken into account:

Actions:

1. Making a mechanism in order to receive fees of each faculty on time.
2. Having an accurate statistics of each departments' students of the night faculties.
3. Systemizing a sufficient calculating income for the night faculties.
4. Insistence on teaching quality in the night faculties.
5. Making policy for the upsurge of the night faculty students.
6. Making possibilities in establishing new departments for the rest of the faculty.
7. Increasing master programs.

Second Objective: *Building parking lots inside and outside Kandahar University*

It is one of the Kandahar University requirements to have parking lots for the vehicles. One inside the University Faculties and Non-faculties. Moreover, the second, near to the main gate, outside of the Kandahar University for the students and other comers.

On the one hand, it is hoped to assist strict discipline when these parking lots are made in Kandahar University. On the other, this way of gathering money will simplify the financial autonomy of the university.

Actions:

1. Issuing specified ID cards for the parking lots,
2. Assigning an accurate amount of money and explaining the process of paying for the students' vehicles.
3. Specifying a distinct amount of money for other outsiders.
4. Postulating a separate amount of money for the faculties and non-faculties.
5. Recruiting an appropriate in charge for the parking lot.
6. Continuously supervising the activities and performances of the in charge and insisting on gathering parking lots income and auditing the payments.

Third Objective: *Establishing and well-equipping agricultural farm*

Agricultural farm is also assumed one of the most important sources of income for Kandahar University, it is considered to establish different kinds of agricultural farms in the area of Kandahar University; one of which will be the cultivation and nurture of fresh agricultural products and will be supplied to market on time. In the meantime, probably these farms will make research and experimentation possibilities for the related local organizations and will gain a particular amount of money from them. Furthermore, taming bees, fishes, hens and different types of other animals. Researching, generalizing and developing them in the society will be the activities in this section.

Actions:

1. Making standard greenhouse, which will have the capacity of spreading, cultivating and maintaining the plants.
2. Making centers for taming fishes, bees and other animals.
3. Preparing human capacity for avoiding diseases and other plagues of agricultural products and animals.
4. Marketing and making seasonal exhibitions for the products of agriculture farm.

Fourth Objective: *Establishing a commercial center*

In order to have income of products and services in the University of Kandahar, establishing such a commercial center, which brings about marketing of the products and services is also a source of income for Kandahar University, besides the other income of the university.

Actions:

1. Considering all the aspects of the commercial center that create income.
2. Marketing for the services of cafeteria.
3. Marketing and selling all the agricultural products through cafeteria.
4. Preparing photocopier and library that create income too.

5. Founding new establishments in the possession of Kandahar University by means of national investors and achieving income from them.

Fifth Objective: *Equipping and expanding Kandahar University Medical Campus and Making a Well-Equipped Medical Store inside its Campus*

One of the important sources of income for financial autonomy is Kandahar University Teaching Medical faculty. Preparing a Medical store, testing rooms, bedrooms, operation rooms and other diagnostic facilities make accomplishments for the upcoming five years through Public-Private Partnership (PPP) programs. It is planned that these establishments and equipment would be highly standardized and would be of high quality. By providing these, the Medical Campus, besides teaching would be enabled to provide best medical services for the necessities of the society.

Actions:

1. Establishing testing rooms, bedrooms and medical store bearing in mind the patients.
2. Making a standard well regulated calculating system of selling and buying medicines.
3. Recruiting professional staff for all the income and expenses of the medical store, testing rooms, bedrooms and operations.
4. Ensuring the transparency of the income and expenses of the medical store, testing rooms, bedrooms.
5. Manipulating the high quality health services together with the private sectors by-law.

Sixth Objective: *Organizing Basic Programs and Short-term Courses*

Organizing short-term courses is one of the best sources for the university and it is a requirement for school graduates and university undergraduates as well. It is suggested by many students that if short-term courses of related professional subjects, Kankor preparation classes and English language learning (Tri-monthly, Six-monthly and annual) are organized by the university, will be of great success.

Actions:

1. Organizing courses considering Faculties related professional subjects and priorities.
2. Preparing teaching materials for Kankor exam preparation and English language learning.
3. Preparing course materials, equipment and curriculum.
4. Organizing an appropriate time for the courses.
5. Identifying incomes and costs of the courses.

Seventh Objective: *Expanding and Maintaining University Media Center*

As many social elements have access to media, so keeping the university media and information center active can bring about connecting university with other sectors. And it will play a particular role in collecting incomes either.

Actions:

1. Organizing effective academic programs according to the needs of society from the media.
2. Preparing, installing and activating TV station/channel.

3. Keeping relationships with private and other sectors, and persuading them participating in our programs.
4. Setting time for different programs.
5. Publishing different informative and commercial information.
6. Publishing commercial information.
7. Estimating incomes and costs.

Eight Objective: Preparing Academic Research Proposals and Having Them Ready for a Great Occasion

Governmental and private sectors, and global organizations need academic research services in order to improve and develop their activities. University's academic staff can make academic research proposals and send them to related organizations and the income resources will be further enriched.

Actions:

1. Strengthening further the activities of the Research Center.
2. Exploring interior and exterior (assistants) donors.
3. Preparing research proposals on time and using them on great occasions.
4. Providing a clear and regular division system for the profits.

Ninth Objective: Providing Consultancy Services to the Society

As Kandahar University is a prestigious university in this locality and has 27 years working experience and is also known as pioneer university in the country that provides professional consultancy in some sectors viz. medical, engineering, agricultural, economic and other sectors for the society which are supposed to be the fundamental source of income for the university.

Actions:

1. Further strengthening professional domains.
2. Building a regular mechanism for relationships.
3. Providing a regular process for income and expenses.

Tenth Objective: Making More Mous with Accredited Interior and Foreign Universities

Kandahar University has MoUs with 25 accredited interior and foreign universities so that, university can enhance its activities and strengthen its services in required areas, and university that provide services for other universities will in return gain income.

Actions:

1. Building a regular mechanism to maintain relationships with interior and foreign universities.
2. Working on different projects with other universities jointly.
3. Making mutual programs with other universities.
4. Providing mutual contracts in different areas with other universities.

Eleventh Objective: *Building Canteen*

University has provided studying context for many students and those students need a standard canteen for nourishment, university can gain income by providing the canteen facility.

Actions:

1. Building a standard canteen.
2. Controlling the type and rate of the sales.
3. Building a regular mechanism for income and expenses.

Twelfth Objective: *Building Fundamental Constructions (Dormitory Buildings and Facilities)*

Kandahar University is such a university that has provided great studying programs and is also educating students from different provinces in Afghanistan, as the students belong other provinces rather than Kandahar. This makes university to have a standard dormitory and residency. University can provide standard dormitory and facilitation by constructing infrastructures through which university can gain a particular income.

Actions:

1. Preparing a regular plan for providing a standard dormitory and facilities.
2. Estimating budget for basic infrastructures.
3. Estimating the measurement of expenses for providing facilities.
4. Providing a regular plan for gaining income.

Thirteenth Objective: *Establishing and Activating Research and Product Center for Industrial Park*

As all Kandahar Industrial Park artificers lack the type, form and new design, quality and professional personnel, and confront many obstacles in the area of their capacity building, thus Kandahar University is obliged to establish a research and product center with the help of Private-Public Partnership programs (PPP) in order to solve all the current problems of artificers in the country. On the one hand, all the problems of the artificers will be solved and on the other, university will gain sufficient income in the area of financial autonomy.

Actions:

1. Completing architectural and mapping designs for constructing the center.
2. Receiving land from ISA organization according to requirement.
3. Founding the building.
4. Providing necessary equipment and facilities.
5. Hiring and assigning duties for the administrative and technical personnel.
6. Researching about all products of industrial park, determining quality, and bringing changes to the quality, structure and form of products and sharing them with manufacturers.
7. Proving full assistance for industrial park owners also training technical personnel so that, it could prevent coming foreign employees.
8. Gaining financial income and strengthening financial resources of the university and being independent through this center.

Fourteenth Objective: *Attaining Income from Law Advisory Center (Clinic of Law) for the Purpose of Financial Autonomy*

Sharia and Law faculties are active and having great achievements in the sections of Law, they have special importance by offering legal and canonical consultative services to members of society. People can be benefitted from legal services on time. And the amount of money gained from the center will be a source of income for the university.

Actions:

1. Devising a plan and policy for offering legal services.
2. Establishing a professional board for offering legal services.
3. Allocating obtained income and expenses from the legal services.

Fifteenth Objective: *Establishing and Activating Technical Advisory Center (for architecture, maps, designs and so on)*

When Technical Advisory Center is established, University can provide technical advisory services to all governmental organizations, private administrations and other society members by which university will gain income providing such services.

Actions:

1. Preparing a plan for establishing and activating Technical Advisory Center.
2. Making a mechanism for the mentioned services.
3. Establishing professional board for offering the mentioned services.
4. Estimating income and expenses for the mentioned services.

Sixteenth Objective: *Equipping and Expanding the Existing Laboratory*

Although the present university laboratory is mostly equipped, but research and laboratory activities should be expanded and developed additionally. This will be done when university itself and Private-Public Partnership (PPP) program together work for them.

Actions:

1. Expanding the building of the laboratory structurally.
2. Providing more machinery and equipment for conducting different types of researches.
3. Taking actions for increasing the technical personnel and capacity building.
4. Activating laboratory is not only for faculty members and students' learning but also for solving the problems of private sector.
5. Activating a regular and safe financial system for gaining income.

6.2. Conclusion

University should get prepared for adapting financial autonomy as soon as possible in order to remove the barriers of constructing infrastructures and academic capacity building. When the university gained the resources for budgeting, and authority and capacity for expenses then university would take effective and quick steps in all the sections for instance, constructing necessary buildings, quality enhancement, standardizing teaching process, generalizing research etc.

Chapter (7)

Information and Communication Technology

7.1. Introduction:

University is trying to conduct all the activities in accordance with international standards and try to get benefit from modern technology to enhance teaching, researching and quality assurance. Education in the current period, with considering the educational methods, can be achieved by using modern technology through distance learning programs. Using of modern technology can be accessed everywhere and every time and using of technology will smooth a right path to the student centered learning. All activities in the administration are quickly performed by using of information technology. Currently use of IT is a need in the education system and is supported to replace in academic centers. But, facilities and capacities are needed to use equipment and respond all existing needs. University is trying to prepare administrative and educational system by electrical equipment. Also university will bring up the information and communication technology as a main goals in the plan and policy and will implement it by further emphasizing.

First Objective: *Constructing infrastructures*

With support of information and communication technology, for creating a modern teaching and administrative system establishing of Infrastructures are required. By having a proper infrastructure teaching, educational and administrative could be standardized.

Actions

1. Providing 25kw Electricity (from Solar System) for the IT office
2. Creating security System
3. Creating PBX System
4. Establishing Supper Wi Fi
5. Connecting three campus of university
6. Establishing Data center
7. Connecting teaching hospital and medical Faculty with Fiber optic and constructing a building for IT infrastructure, computer laboratory and ICT
8. Connecting Aino Mina campus with fiber optic and establishing a computer lab
9. Providing internet facilities for the students
10. Providing digital telephonic facilities for three campuses
11. Maintaining and taking care the existing infrastructures
12. Providing digital technological equipment such as computer, printer, copier etc

Second Objective: *Improving technical and administrative affairs*

Existing staff of IT is not enough. They are not able to manage all the assigned affairs. In order to exploit and use all IT equipment experts are required in all parts.

Actions

1. Establishing a department for managing of database services
2. Creating a department for managing of network services
3. Creating a department for managing of software services
4. Establishing a department for managing of website services
5. Establishing a department for managing of hardware services
6. Establishing a department for managing of e-learning services
7. Recruiting a person to manage IT activities for each faculty

Third Objective: *Capacity building*

University staff must be trained professionally to manage activities according to standards. Also importance of using of technology must be cleared to the lecturers, administrative staff and students. Common awareness should be given prior delivery of all services.

Actions:

1. Upgrading educational level of staff into master degree
2. Launching long term IT programs for IT staff
3. Capacity building of lecturers and students in educational and learning process in the term of using of ICT.
4. Capacity building of administrative staff in the terms of administration, management and ICT using
5. Capacity building of filial' administrative staff
6. Launching training programs for the government' staff
7. Capacity building of private university ICT 'staff
8. Capacity building of lecturers in the term of e-learning

Forth Objective: Services

IT Services help lecturers to access information easily, make communication easier and accelerate administrative services.

Actions:

1. Activating internal communication system
2. Activating internal domain system
3. Establishing LMS system
4. Controlling PC labs through school apps
5. Expanding E-Gove services
6. Establishing MIS system for three vice chancellors
7. Digitalizing centers services
8. Creating local cloud system

Fifth Objective: *Preparing Policies*

Special policies are required for implementing and perfect use of IT services. By preparing of these policies a framework is created, which could be used to rationally manage IT services.

1. Establishing IT board
2. Creating policy in the receiving of internet and IT services for lecturers and students
3. Establishing e-learning policy

7.2. Conclusion:

To enhance quality and deliver quality services, it is required to use modern technology in teaching, learning and administration affairs. Services, which can bring changes in educational system, by using of IT must be exploited. E-learning should be used in education and teaching phenomena. IT must be used in administration for sharing and retrieving of information. Capacity of IT staff must be reasonably developed and required infrastructure should be provided.

Chapter (8)

Struggling against Administrative Corruption

8.1. Introduction

Administrative corruption is one of those problems which cause the backwardness of one administration. In our beloved country, after security and joblessness, the third huge problem is administrative corruption that we face. Therefore, struggling against administrative corruption is a social and political requirement. University is willful to prevent each kind of corruption and finish that before growth.

University promises the nation and society to obey the effective laws and struggle against corruption seriously. It will not only train the fresh graduates with this mentality for not to be involved in administrative corruption, but also try their best for finishing the administrative corruption in the country. In this aspect following activities will be done:

First Objective: Making a Committee for Struggling against Corruption in the University

University is making a committee to seriously struggle against corruption in which different faculty members and administrative staff will be having its memberships, and this committee will be sharing the report with the leadership. The following activities will be performed for struggling against corruption and arranging presentations to the employees according to Islamic guidance and the effective laws for actual struggling against corruption.

Actions:

1. Presenting complete lectures to the students with a regular plan struggling against corruption in the aspects of administrative corruption damages, and its future hazards and problems.
2. Supervising the activities of human resources.
3. Supervising the activities of procurements seriously.

Second Objective: Getting Information and Seriously Supervising the Activities of Procurements and Financial Expenses

Actions:

1. Identifying the needs of all departments.
2. Reaching to the complete needs of all the departments.
3. Getting complete information about procurements documents.
4. 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.

Third Objective: *Getting Complete Information about the Human Resource Recruitment and the Evaluation of its Tasks.*

Actions:

1. Regarding complete transparency in the recruitments of teachers, employers, and service personnel.
2. Informing all the eagers of employment from the process of recruitment countrywide.
3. Evaluating transparently all the employees.
4. Applying the policy of rewarding and punishing.

Fourth Objective: *Seriously Supervising Students Evaluations and Exams*

Actions:

1. Making the committees of exams on the level of faculties and university.
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.

Fifth Objective: *It is obligatory to multilaterally inform all the faculty members, admin staff, and service workers against administrative corruption in the light of Islamic law and in the framework of rules.*

Actions:

1. Pronouncing Islamic aspects against administrative corruption in all the faculties of university and in financial and administrative parts.
2. In all the tasks of university declaring the damages of time wastage according to Islamic and administrative rules.
3. Giving multilateral information in all tasks about transparency and fairness according to Islamic and effective laws to all the employees.

Sixth Objective: *Giving a national and Islamic mentality and sharing important Islamic and lawful information about struggling against corruption, through an organized program in the duration of academic procedure to the students.*

Actions:

1. Training all the students of university according to Islamic mentality to take out the roots of administrative corruption in the society.
2. Giving Islamic to all the students against the administrative corruption
3. Besides, teaching and taking consideration of time giving Islamic mentality and declaring Islamic rules to the students against administrative corruption a few minutes before teaching for not to be involved in the corruption and to prevent others from corruption after graduation (especially in Islamic subject).

8.2. Conclusion

Kandahar University struggles against each kind of corruption in its administration. In this aspect, it would make seminars and explanatory sittings for the comprehension of faculty members and admin staff to take out the roots of corruption. A committee will be made under the title of Moral Values for evaluating and supervising the internal tasks of university. This committee will share all the aspects of struggling against administrative corruption, through lectures and counseling with students. We would present the graduate students to the community with serious mentality against corruption.

Chapter (9)

Budget

It is obvious to implement the strategic plan and accomplish all the above tasks within a specific time, need a number of expenses. With the intention of paying the expenses in the light of the current possibilities, and specifying the statistics for the above tasks, budget estimation is made as below:

9.1. Budget estimation of Central (current) University Campus for upcoming five years (2017-2021)							
No.	Description	Unit	Estimated amount \$US	Period		Sponsor	Remarks
				Start	End		
1.	Completing the remaining construction activities of the cafeteria	Complete building	30,000	2017	2018	Governmental budget and from PPP program	
2.	Providing equipment for the Auditorium i.e. stage, chairs, curtains...	Complete building	40,000	2017	2018	Governmental budget	
3	Making two new roofs for the classrooms and completing the remaining activities.	Complete building	20,000	2017	2018	Foundation	
4.	Completing the remaining construction activities of the Economics and Languages – Literature faculties.	Complete building	20,000	2017	2018	Foundation	
5.	Building a clinic	One floor building	20,000	2018	2019	Foundation	
6.	Building a parking area for the vehicles	One floor building	100,000	2017	2018	Governmental budget and from PPP program	

7	Making a system for drainage	LS	250,000	2018	2019	Foundation	
8.	Making new establishments and a reception booth in the main gate of the university	One floor building	20,000	2017	2018	Foundation	
9	Reconstruction and painting the current establishments	Complete building	150,000	2017	2019	Foundation	
10.	Constructing the lay-outs (inside the university)	LS	200,000	2017	2018	Governmental budget Foundation	
11	Constructing water reservoir in the university campus	m2	20,000			Foundation	
12.	Equipping and building standard playgrounds for sports and Fitness	LS	20,000	2017	2018	Foundation	
Total amount			<u>890,000</u>	Eight hundred and ninety thousand			

9.2. Budget estimation of Aino Maina Campus for five years (2017-2021):

No.	Description	Unit	Estimated amount \$US	Period		Sponsor	Remarks
				Start	End		
1	Making master plan for Aino maina campus	_____	200,000	2017	2018	Governmental budget	
2	Building the surrounding wall and gate establishments of the university	Km	2,000,000	2017	2019	AFCO company	
3	Surface leveling and road mapping	LS	50,000	2017	2019	International organization	
4	Making drinking water and irrigation systems	LS	1,000,000	2017	2018	AFCO company	
5	Making a system for energy	KW	1,000,000	2017	2017	AFCO company	

6	Planting new trees in the fields and other types of greenery	Hector	500,000	2017	2021	Governmental potentials	
7	Building a dormitory	Four-floor building	250,000	2017	2019	Foundation	
8	Founding a new building for the faculty of Sharia	Three-floor building	700,000	2017	2021	Foundation	
9	Founding a new building for the faculty of Journalism	Three-floor building	700,000	2017	2021	Foundation	
10	Founding a new building for the faculty of Computer Science	Three-floor building	700,000	2017	2021	Foundation	
11	Founding a new building for the faculty of Law	Three-floor building	700,000	2017	2021	Governmental budget	
12	Founding a new building for the faculty of Publish Administration	Three-floor building	700,000	2017	2021	Foundation	
13	Founding a new building for the Faculty of Natural Sciences and Fine Arts	Three-floor building	1,400,000	2020	2021	Governmental budget	
14	Making a clinic	One-floor building	200,000	2017	2020	Foundation	
15	Making a kindergarten and school	One-floor building	200,000	2019	2020	Governmental potentials	
16	Making three standard bridges	Respective to the planning and design	2,000,000	2017	2018	AFCO company	
17	Making stadiums and sport grounds	M ²	500,000	2017	2021	Foundation	

18	Equipment for the fiber optics connections	Km	200,000	2020	2021	Fiber Optic Corp.	
19	Making a cafeteria	One-floor building	600,000	2017	2019	Foundation	
20	Making buildings for a market, a branch of bank, parking and information technology center	One-floor building	1000,000	2020	2021	Foundation	
Total amount			<u>14,600,000</u>	Fourteen million and six thousand			

9.3. Budget estimation of Medical Campus for 5 years (2017-2021):

No.	Description	Unit	Estimated amount \$US	Period		Sponsor	Remarks
				Start	End		
1.	Reconstructing the surrounding wall and other buildings of Medical Campus	_____	20,000	2017	2021	Foundation	
2.	Making the teaching block of the Faculty of Stomatology	Three-floor building	700,000	2017	2021	Foundation	
3.	Making well-equipped clinic for the OPD patients	One-floor building	200,000	2018	2021	Foundation	
4.	Maintaining the greenery of the hospital	_____	20,000	2017	2019	Foundation	
5.	Equipping the hospital and faculties	_____	3,000,000	2017	2021	Foundation	
6.	Making new buildings for the Faculty of Nursing	Three-floor building	1,200,000	2018	2021	Foundation	
Total amount			6,140,000	Six million and one hundred forty thousand			

9.4. Budget estimation for capacity building:								
No.	Description	Type of capacity building	Sum	Estimated amount \$US	Period		Sponsor	Remarks
					Start	End		
1.	Making and upgrading curricula	Designing curricula both for the pre-existed and new departments	52	20,000	2017	2021	MoHE, HESIP, CIDA, USAID, EU, JICA and Governments of friend countries	
Total amount				1,040,000	One million and forty thousand			

9.5. Budget estimation for faculty capacity building:									
No.	Description	Type of capacity building	Sum	Per estimated cost \$US	Estimated amount \$US	Period		Sponsor	Remarks
						Start	End		
1.	Faculty capacity building	From B.A to M.A Degree	152	10,000	1,520,000	2017	2021	MoHE, HESIP, CIDA, USAID, EU, JICA and Governments of friend countries	
2.		From M.A to Ph.D.	51	15,000	765,000				
3.		Short-termed learning programs	70	3,000	210,000				
Total amount					2,495,000	Two million and four hundred ninety five thousand			

9.6. Budget estimation for non-faculty capacity building:									
No.	Description	Type of capacity building	Sum	Per estimated cost \$US	Estimated amount	Period		Sponsor	Remarks
						Start	End		
1.	Non-Faculty staff capacity building	Learning English language	80	500	40,000	2017	2021	MoHE, HESIP, CIDA, USAID, EU, JICA and Governments of friend countries	
2.		learning Computer and IT programs	80	600	48,000				
3.		Knowledge about organizational and financial managements	100	500	50,000				
Total amount					138,000	One hundred and thirty eight thousand			

9.7. Budget estimation for PDC establishment and equipment:						
No.	Description	Estimated amount \$US	Period		Sponsor	Remarks
			Start	End		
1.	PDC (Professional Development Center) establishment and equipment	2,000,000	2017	2021	Governmental potentials and foundations	
Total amount		2,000,000	Two million dollars only			

9.8. Budget estimation for teaching and practical learning:						
No.	Description	Estimated amount \$US	Period		Sponsor	Remarks
			Start	End		
1.	Providing possibilities, facilities and tools for the purpose of teaching and practical learning	2,000,000	2017	2021	Governmental potentials and foundations	
Total amount		2,000,000	Two million U.S dollars only			

9.9. Budget estimation for organizing research activities:						
No.	Description	Estimated amount \$US	Period		Sponsor	Remarks
			Start	End		
1.	Organizing research activities	5,00,000	2017	2021	Governmental potentials and foundations	
Total amount		5,00,000	Five hundred thousand U.S Dollars only			

9.10. Budget for Information Communication Technology (ICT):

No.	Description	Unit	Estimated amount	Period		Sponsor	Remarks
				Start	End		
1.	Providing 25kw power electricity for IT department	————	150,000	2018	2019	foundations	
2.	Establishing of PBX system	————	20,000	2017	2021	foundations	
3.	Making security system	————	80,000	2018	2021	foundations	
4.	Connecting fiber- optic cables of Medicine Campus and Teaching Hospital, construction of building and making computer lab.	————	200,000	2018	2019	foundations	
5.	Establishing Data Center	————	150,000	2017	2021	foundations	
6.	Making a computer lab in the campus of Aino Maina	————	25,000	2018	2021	foundations	
7.	Regular audit and control of current infrastructures	Three- floor building	50,000	2017	2021	Governmental budget and foundations	
8.	Providing digital equipment (computers, printers, copiers ...)	————	50,000	2017	2021	Governmental budget and foundations	
9.	Capacity building	————	250,000	2017	2021	Governmental budget and foundations	
10.	Developing E-Gov.	————	100,000	2019	2020	Governmental budget and foundations	
Total amount			1,075,000			One million and seventy five thousand	

9.11. Budget estimation for Financial Autonomy:

No.	Description	Estimated amount \$US	Period		Sponsor	Remarks
			Start	End		
1.	Establishing and well-equipping agricultural farm	200,000	2018	2019	Governmental budget	
2.	Establishing a commercial center	500,000	2019	2020	Governmental budget	
3.	Equipping and expanding Kandahar University Medical Campus and making a well-equipped medical store inside its Campus	2,000,000	2018	2019	Governmental budget	
4.	Expanding and maintaining University Media Center	230,000	2018	2020	Governmental budget	
5.	Building a canteen	6,000	2018	2019	Governmental budget	
6.	Building fundamental constructions (dormitory buildings and facilities)	2,000,000	2018	2021	Governmental budget	
7.	Building and activating research center for Industrial Park	1,000,000	2018	2021	Governmental budget	
8.	Establishing and activating Technical Advisory Center (for architecture, maps, designs and so on)	10,000	2019	2020	Governmental budget	
9.	equipping and expanding the available laboratory	1,230,000	2019	2021	Governmental budget	
Total amount		<u>7,176,000</u>	Seven million and one hundred seventy six thousand			

9.12. Overall expenses allotment of five years (2017-2021) for the total requirements:

No.	Description	Estimated amount	Remarks
1.	Budget estimation of present location of the university for 5 years (2017-2021)	890,000	
2.	Budget estimation of Aino Maina Campus for five years (2017-2021)	14,600,000	
3.	Budget estimation for Medical Campus for 5 years (2017-2021)	6,140,000	
4.	Budget estimation for capacity building	1,040,000	
5.	Budget estimation for faculty capacity building	2,495,000	
6.	Budget estimation for non-faculty staff capacity building	138,000	
7.	Budget estimation for PDC establishment and equipment	2,000,000	
8.	Budget estimation for teaching and practical learning	2,000,000	
9.	Budget estimation for organizing research activities	500,000	
10.	Budget for Information Technology ITC	1,075,000	
11.	Budget estimation for financial autonomy	7,176,000	
Total amount		<u>38,054,000</u>	Thirty eight million and fifty four thousand \$U.S