



Enhancing Quality Assurance in South Asia



Co-funded by the  
Erasmus+ Programme  
of the European Union

*NANGARHAR UNIVERSITY  
INTERNAL QUALITY ASSURANCE UNIT*

# **QA Strategic Plan**

*NANGARHAR UNIVERSITY, INTERNAL QUALITY  
ASSURANCE UNIT*

2020 - 2024

**Letter from the Chancellor**

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As Nangarhar University is always making efforts to adopt international best practices, Developing Strategic Planning for the quality assurance unit is one of the important initiatives that will lead the institution to achieve the Institutional goals. This quality assurance strategic plan for Nangarhar University sets certain targets that will help improve and assure the quality of the academic programs run by the university. Along with being supportive, Nangarhar University Top Management will fully to provide facilities for the implementation of the Quality Assurance Strategic Plan. Top Management of the University, faculties, administrative staff and students are obliged respect and to meet the requirements of the strategic plan of the quality assurance unit.

As a note consideration, I am grateful for the efforts made by the committed and professional team of quality Assurance unit for developing an all-sided Strategic Plan for the Quality Assurance Committees for the enhancement and assurance of all the programs throughout the institutions.

Besides, support provided by international organizations and projects (Erasmus+ EQASA) highly appreciable that has made our Quality Assurance Unit equip and able to carry Quality Enhancement and Assurance activities with great efficiency. It will not only improve the process and procedures of Quality Assurance of Institutions but also support Nangarhar University to adopt international practice and be recognized locally and nationally.

Regards

Prof. Dr. Khalil Ahmad Behsoodwal  
Chancellor of Nangarhar University

## Office / Unit Overview

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### **Strategic Vision and Mission Statement of Nangarhar University:**

#### **Brief History of the University**

Nangarhar University was established on Sunday 13, October 1963. Nangarhar University, which is ranked second among the Afghan Academic and educational institutes, was founded by the then minister of education late Ali Ahmad popal in Shesham bhag Jalalabad at the time of King Mohammad Zahir Shah. Initially, the University started with only medical faculty, where 48 students were taught by 5 Americans and 3 Afghan professors.

Then periodically, it respectably established Engineering, Agriculture, Educational, Languages and Literature, Economics, Sharia, Law and political sciences, Veterinary sciences, science, computer science, Journalism and public administration faculties (schools). Now it has 13 faculties with 73 departments, and has developed and launched 62 under graduate, graduate and post-graduate academic programs. The programs are run by 490 members of Faculty and supported by 181 Administrative and 280 Technical Staff. Nangarhar University is proud of educating more than 34.000 graduates, who are now employed in leading institutions and organizations in the country. It is a matter of pride that the Ministry of Higher Education has declared Nangarhar University countrywide to establish Ph.D Degree Program in Islamic Studies.

The stages of assembling University's mission and vision: Through consulting with all stakeholders (Authorities, instructors, administrative staff and students) of Nangarhar University the mission and vision of the University have been instituted. This Mission and Vision has been approved by the University's academic board and will be send to the respected Ministry for further procedures.

#### **Vision**

Nangarhar University aims to gain national academic reputation and accreditation having qualified and skilled professionals, multiple academic programs, adequate learning environment and academic services, and international partnerships/affiliations.

According to the University's vision, it is looking forward to obtain an exceptional academic place in the region. It could be achieved by means of having qualified instructors, research oriented programs, standard learning environment, international academic partnerships and providing standard services to students.

### **Mission**

Nangarhar University is proud of educating professional students in wide range of disciplines, so that they can find solutions to the current local and regional problems based on their learned skills and expertise and play a constructive role in improving Afghan society in general.

### **Shared Values**

- Striving to facilitating a pure Academic Environment
- Keeping Islamic, cultural, ethnic, and patriotic Principles in mind, educating the last person of the nation
- Setting examples for the regional institutions

### **Vision of the Internal Quality Assurance Unit:**

Through practicing quality culture, to improve academic services of Nangarhar University to become a nationally reputable and accredited institution.

### **Mission of the Internal Quality Assurance Unit:**

- Through standardizing and promoting quality assurance culture, to contribute in the regional and national success of Nangarhar University.

**Strategic Plan**

<b>Strengths</b>	<b>Weakness</b>
<ol style="list-style-type: none"> <li>1. Attracting Quality Students through National Annual Entry Placement Test</li> <li>2. Having a great number (62) Academic Programs</li> <li>3. Having Masters and Ph.D teaching staff who studied in reputable universities of the world.</li> <li>4. Having many opportunities to provide Ph.D scholarships to the teaching staff.</li> <li>5. Having a Strong Alumni Network of more the 36000 graduate countrywide.</li> <li>6. Having enough learning and recreational facilities to the students.</li> <li>7. Having Hostel and transportation to the students and teaching staff.</li> <li>8. Having master plan and land for expansion</li> <li>9. Having Career and Research Centers</li> <li>10. Having Farms for the practicum purposes</li> <li>11. Having four national level academic and research journal</li> <li>12. Having a large and nationally competitive teaching hospital and clinics</li> <li>13. Having General and faculty level libraries, moot courts, meeting halls and a guesthouse.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of sufficient Ph.D teaching staff.</li> <li>2. Lack of well-equipped laboratories and research farms.</li> <li>3. Less familiarity of teaching staff to international languages as English and Arabic.</li> <li>4. Less familiarity of teaching staff to Technology.</li> <li>5. Having very limited number female teaching staff.</li> <li>6. Lack of enough and skilled administrative staff</li> <li>7. Imposing a huge number of students by the Ministry of Higher Education annually.</li> <li>8. Low socio-economic status of students.</li> <li>9. Lack of technical staff to run and maintain laboratories</li> <li>10. Lack of having Institutional Printing Press</li> <li>11. Lack of sufficient IT facilities</li> </ol>
<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Annual increment in the budget by the university.</li> <li>2. Positive and cooperative Relations with State Government</li> <li>3. Having domestic filial universities</li> <li>4. Having MoUs and Partnerships with international universities.</li> <li>5. Having a large Number of Guests Lecturers</li> <li>6. Having support of national and international organizations.</li> <li>7. Having opportunity of internships for the students</li> <li>8. Interest of nation in higher education</li> <li>9. Having good relations with national businessmen and politicians.</li> </ol>	<ol style="list-style-type: none"> <li>1. Low annual budget allocation by the Government</li> <li>2. Lack of PhD. Teaching staff in some of the academic programs.</li> <li>3. Lack of financial, academic, and administrative autonomy.</li> <li>4. Having limited number of female students.</li> <li>5. Culture barriers in the region that prevent a great number of female to pursue higher education.</li> <li>6. Having poor, Lengthy, and tiring procurement procedures nationally.</li> </ol>

## Strategic Objectives

### I- Academic Programs

1. By 2024, New programs will be launched, all existing programs will be reviewed, Monitoring and & evaluation activities will be carried out and actions will be generated for the areas of improvement.					
Activities:	2020	2021	2022	2023	2024
All (62 ) academic programs will be reviewed, Monitored and action plans will be generated for improvements	Working on policies, guidelines, and Panels for the revision processes.	Education, Economics, Languages and Literature,	Sharia, Law and Political Science, Journalism,	Public Administration and policy, Engineering, Agriculture	Economics, Computer Science, Medical, Veterinary Sciences
Establishment of Faculties		Nursing, Stomatology		B.B.A	
Establishment of new postgraduate programs		Masters in Public Health, Masters in Languages and Literature Arabic Department	Masters in Veterinary Sciences, Masters in National Economics, Masters in Administration and Diplomacy.	Masters in Horticulture, Masters in Animal Husbandry (Poultry Science)	Masters Degree Program in Languages and Literature English Department, Masters in Engineering
Establishment of new departments in existing faculties		Plant Breeding, Bio Technology, Chinese Language and Literature, Public Relations,	Soil Sciences, Water Management, Russian Language and Literature, A new department in Public Administration and Policy Faculty, Statistics, International Economics	Urdu Language and Literature, Computer Engineering, Computer and Society, Human Right,	Spanish Language and Literature, Petroleum, Environmental Protection,

<b>Night Shift Under-Graduate Programs</b>		Agriculture, Public Administration and Policy, Computer Science,	Engineering, Sciences, Veterinary Sciences,		Journalism
<b>Fifty Two (62) program curricula will reviewed and prepared on Outcomes-Based Learning in 13 faculties</b>		13	13	13	13

## II- Faculty Members and Staff

**2. By 2024, the professional performance of all staff will develop significantly and this will be evidenced in improved student attainment and satisfaction.**

<b>Activities</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>All faculty members will develop &amp; implement Individual Action Plans (IAP)</b>	80%	85%	90%	95%	100%
<b>All Faculty and Departments will develop &amp; implement Teaching Improvement Plans (TIP)</b>	80%	85%	90%	95%	100%
<b>All academic and non-academic staff undergo performance review</b>	60%	70%	80%	90%	100%
<b>All faculty members will be Master</b>	80%	85%	90%	95%	100%
<b>Around 40 % of faculty members will be PhD</b>	8%	8%	8%	8%	8%
<b>All faculty members will</b>	60%	70%	80%	90%	100%

<b>be able to apply SCL &amp; OBE methods in the class</b>					
<b>All faculty members will participate in upgrading pedagogic skills workshops</b>	80%	85%	90%	95%	100%
<b>All staff will participate in upgrading administrative skills workshops</b>	70%	80%	90%	95%	100%
<b>All executive officers &amp; teaching administrators will receive capacity building workshops</b>	60%	70%	80%	90%	100%
<b>All 40 technical staff (Lab. Library, farm, hospital) will receive capacity building workshops</b>	8	8	8	8	8
<b>Two hundred and fifty (250) faculty members from 13 faculty will participate in effective teaching and learning and quality assurance and research workshops</b>	50	50	50	50	50
<b>Sixty Five (65) faculty members from 13 faculty will participate in Online Platforms (LMS) workshops</b>	The trainings will be organized by the trainer	<b>26</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>A hundred and four (104) faculty members from 13 faculties will participate in OBE SCL workshops</b>	The trainings will be organized by the champions of first second and third cohorts respectively	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>



## III- Student Experience

**3. By 2024, in all departments level faculty members will undergo regular student evaluation and through their feedback the students services will be satisfied.**

Activities	2020	2021	2022	2023	2024
<b>Establishment of student council in Institutional level</b>	- Random Selected student committee	Elected counsel active	Elected counsel active	Elected counsel active	Elected counsel active
<b>Around 13 student councils be will established one (1) in each faculty</b>	- Random Selected student committee	Elected counsel active	Elected counsel active	Elected counsel active	Elected counsel active
<b>All faculty members will be Evaluated by students</b>	80%	85%	90%	95%	100%
<b>Establish of alumni council in Institutional level</b>	Assign committee Prepare alumni contact mechanism Conduct meeting	Conduct meeting Each 6 months	Conduct meeting Each 6 months	Conduct meeting Each 6 months	Conduct meeting Each 6 months
<b>Alumni students council will be Established in each faculty</b>	Assign committee Prepare alumni contact mechanism Conduct meeting	Conduct meeting Each 6 months	Conduct meeting Each 6 months	Conduct meeting Each 6 months	Conduct meeting Each 6 months
<b>all faculty members will reflect student feedbacks in their IAPs</b>	80%	85%	90%	95%	100%

**VI- Quality Assurance and Enhancement**

**4. By 2024, Nangarhar University will pass benchmarks and become fully accredited institution in the country.**

<b>Activities</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Fully functioning and sustainable IQEU establishment</b>	<ul style="list-style-type: none"> <li>• fully equipped offices</li> <li>• Well Trained IQEU Lead will be positioned</li> <li>• budget identified</li> <li>• Training and Retraining Will take Place</li> </ul>	<ul style="list-style-type: none"> <li>• Train The Faculty, admin staff</li> <li>• Enhance and Assure Quality in the Institutional, Faculty, Program Levels</li> </ul>	<ul style="list-style-type: none"> <li>• Train The Faculty, administrative staff</li> </ul>	<ul style="list-style-type: none"> <li>• Train The Faculty, administrative staff</li> </ul>	<ul style="list-style-type: none"> <li>• Train The Faculty, administrative staff</li> </ul>
<b>All staff aware of, understand and are committed to implementation of quality assurance processes</b>	Quality Assurance Banners designed, and placed at places where students and relevant individuals could access	IQEU space on university website, Publishing Information Regarding Quality Assurance	Updated QE activities and regularly uploaded to University Website	Updated QE activities and regularly uploaded to University Website	Updated QE activities and regularly uploaded to University Website
<b>All staff aware of, understand and are committed to implementation of quality assurance culture</b>	Quality Assurance Committees will be well-equipped	Assessment at institutional, Faculty, Department, committee Levels.	Assessment at institutional, Faculty, Department, committee Levels.	Assessment at institutional, Faculty, Department, committee Levels.	Assessment at institutional, Faculty, Department, committee Levels.
<b>Around 4 private universities/ institutions will be supported to apply QE culture</b>	Meetings, presentations, and Workshops will be conducted	Continuation of the process	Continuation of the process	Continuation of the process	Continuation of the process
<b>2 public universities will be supported to apply QE culture</b>	presentations, and Workshops will be conducted	Continuation of the process	Continuation of the process	Continuation of the process	Continuation of the process

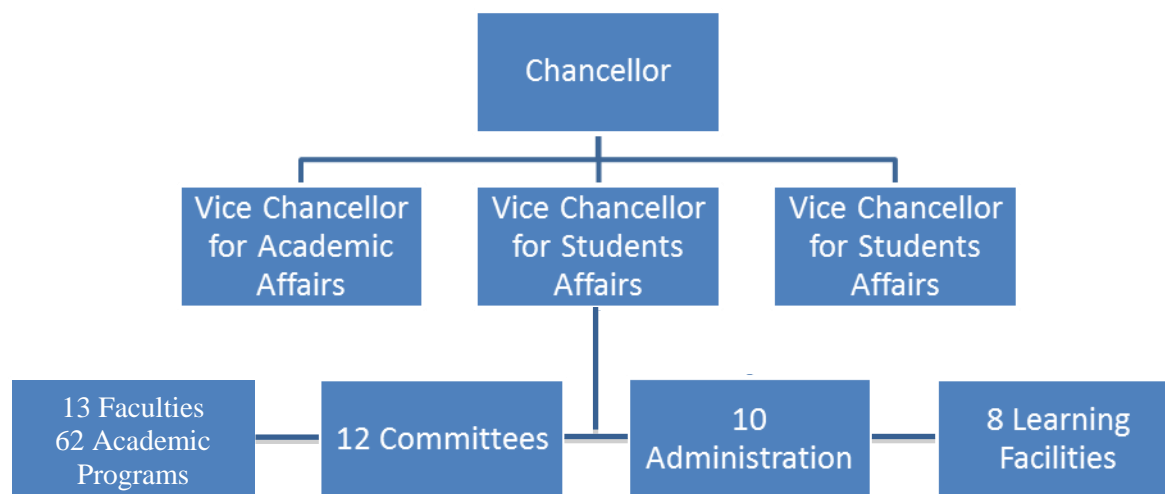
**VI- Quality Assurance and Enhancement**

**5. By 2024, Nangarhar University faculty and students will be able to publish a large number of research papers in reputable international research journals.**

<b>Activities</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Fully functioning and sustainable Research establishment</b>	<ul style="list-style-type: none"> <li>• fully equipped offices</li> <li>• Well Trained Research Lead will be positioned</li> <li>• budget identified</li> <li>• Training and Retraining Will take Place</li> </ul>	•Train The Faculty, students staff	•Train The Faculty, students staff	•Train The Faculty, students staff	•Train The Faculty, students staff
<b>Teaching students aware of, understand and are committed to write research papers for international journals.</b>	Research Activities will be given more support by the top management	Research space on university website, Publishing Information Regarding Research	Updated research activities will regularly be uploaded to University Website	Updated research activities will regularly be uploaded to University Website	Updated research activities will regularly be uploaded to University Website
<b>Around 4 private universities/ institutions will be supported to promote quality Research processes</b>	Meetings, presentations, and Workshops will be conducted	Continuation of the process	Continuation of the process	Continuation of the process	Continuation of the process
<b>2 public universities will be supported to promote quality Research Processes</b>	presentations, and Workshops will be conducted	Continuation of the process	Continuation of the process	Continuation of the process	Continuation of the process

## Organization Structure

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## Resource

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Personnel: 26  
Academic: 23, Administrative: 2, Service Staff: 1

Finance/ Budget:  
Budget is provided from the General University Budget when needed as routine and support from national/international projects.

Facilities/equipment Provided by Erasmus+ EQASA Project:  
Office/Offices  
18 Laptop Computers  
1 Latest Model Copier Machine  
18 Printers  
10 Screens 42 Inches  
Latest Model Camera  
Security Cameras  
1 Latest Model Projector  
Office Files  
Notice Boards for all offices