



پوهنتون كاردان  
KARDAN UNIVERSITY

2021-2025



MASTER OF INTERNATIONAL RELATIONS (MIR)

# STRATEGIC PLAN

# TABLE OF CONTENTS

<b>3</b>	OVERVIEW	<b>21</b>	PLANNING PROCESS
<b>3</b>	SCOPE	<b>26</b>	SWOTS MATRIX
<b>4</b>	Vision Statement	<b>26</b>	STRENGTHS
<b>4</b>	VALUES	<b>26</b>	WEAKNESSES
<b>5</b>	GOALS AND OBJECTIVES	<b>27</b>	OPPORTUNITIES
<b>10</b>	MEASUREMENTS OF SUCCESS	<b>27</b>	THREATS
<b>11</b>	OPERATION PLAN (DEPARTMENT OF MIR)	<b>29</b>	FACILITIES
<b>16</b>	REPORT: SPRING 2022		
<b>17</b>	REPORT: FIRST QUARTER OF FALL SEMESTER, 2022		
<b>19</b>	REPORT: SECOND QUARTER OF FALL, 2022		
<b>21</b>	APPENDIX		

## Overview

A National Leader in Higher Education, Kardan University is ideal for individuals passionate about business, global affairs and networking. Kardan University is an internationally recognized university renowned for its academic excellence. Master of International Relations is among the significant departments of the Social Science Faculty of Kardan University. It brings together experienced international affairs experts, government leaders and distinguished faculty members to create a rigorous learning environment for students. The program underscores self-study assignments, case studies, research-intensive work and concentrated classroom interactions. In every stage, peer-to-peer interactions promote mutual collaboration, learning and problem-solving skills. As a result, our graduates are among the most sought-after professionals working in public, private and non-profit sectors.

## Scope

The Department of MIR's Strategic Plan serves as a guide for the next five years in terms of implementing a positive change and strengthening our faculty, thereby enabling us to build on outstanding education offered to the students and increase societal benefit through research. The scope of this document is not far-reaching nor meant to be proscriptive of new ideas that might be identified during its five-year lifecycle. As needed, an operational plan regarding teaching, research, advancement, infrastructure, communications, recruitment and outreach, and other areas will complement this document. Our department's plans will be updated regularly to ensure we are holding ourselves accountable for realizing our strategic goals through specific and measurable actions. The current document will allow us to reflect on our progress critically and inform the next round of strategic planning.



### Vision Statement:

In the spirit of excellence, aspiring for knowledge and growth.



### Mission Statement

A vibrant university inspiring academic and professional excellence

### Department's Vision

To uphold a quality standard in imparting an international pedagogy and guiding practice within the interdisciplinary graduate study of International Relations.

### Department's Mission

Transforming our graduates through International Relations knowledge offered as robust coursework, project work and critical engagement, into effective practitioners.

# Values:

Striving to acquire and utilize knowledge of International Relations with **academic freedom, critical thinking, methodological and theoretical pluralism** and encouraging **interdisciplinary collaboration**.

## Strengths

- We value excellence in education facilitated through the following:
- Active student-teacher engagement and academic achievement in a rigorous and challenging course of study that emphasizes the development of critical and analytical thinking and writing.
- Student exposure to a variety of theoretical and practical perspectives.
- A comprehensive program coverage and access to a wide variety of advanced level courses.
- Emphasis on practical skills, extra- and co-curricular activities and civic education opportunities at the domestic, regional and international levels.
- Teaching: Highly effective and innovative (teaching employing) relevant curriculum.
- Faculty: Quality faculty who is accessible, responsive, and dedicated to student learning.
- Students: Quality students who are actively engaged in their professional and personal development.
- Learning: A highly interactive learning environment that fosters strong relationships and student success.
- Global engagement: Global engagement and collaboration to increase international awareness and opportunities.
- High Standards: High standards that reflect best practices and ethical behaviour, stimulate intellectual growth, and promote continuous improvement.
- Diversity: Acceptance and respect for human and ideological differences.
- Service: Service to the university, discipline, and community that promotes strong partnerships and advances professional and social development.

## GOALS AND OBJECTIVES

The department's strategic goals and objectives reflect a desire to improve how effectively we carry out our mission.

**GOAL 1:** Promote excellence through scholarly endeavours.

**Objective 1.1:** Recognize and reward excellence in research.

## Strategies:

- Increase opportunities for faculty research, encouraging inter-departmental research projects.
- Increase resources that promote scholarly activity.
- Promote faculty and student research that have a positive political and social impact.
- Provide incentive/reward systems that promote research productivity, including externally funded research projects.
- Promote faculty and student research that have a positive political and social impact.
- Reduce teaching workloads for research-active faculty by adding instructors and increasing the teaching loads of non-research-active faculty.

**Objective 1.2:** Acquire grants to enhance faculty resources available for research improvement.

### Strategies:

- Ensure all full-time faculty members are academically qualified.
- Increase endowed and annual funding to support faculty research.
- Encouraging and supporting the full-time faculty members to carry out research.
- Providing research opportunities through the department of research and development (DRD)

**GOAL 2:** Promote integrity in all areas (Ensuring a Corruption free atmosphere).

**Objective 2.1:** Base decisions on evidence, and appropriateness to the department's vision, mission, values, and strategic plan.

### Strategies:

- Establishing a Discipline committee for deciding academic and professional misconduct.
- Designing training and workshops for faculty and students on promoting ethical values.

**Objective 2.2:** Share information in comprehensive and readily accessible ways.

- Arrange workshops, seminars, and one-on-one discussions to ensure coherence to the university's and the department's statement of ethics.
- Distributing flyers and newsletters among faculty, staff, and student to create awareness among them about the ethical priorities of Kardan University and the MIR department.
- Ensuring the presence of a robust communication unit at the departmental level.

**Objective 2.3:** Continuously review and assess the effectiveness of the department's administrative structures and processes.

### Strategy:

- Assure a systematic and robust evaluation process.

**Objective 2.4:** Support faculty and staff in enforcing the department and the University's Academic integrity policy.

### Strategies:

- Promote academic integrity.
- Provide opportunities for stakeholders to ask questions, raise concerns, offer suggestions and share feedback.

**GOAL 3:** Deliver an updated curriculum that promotes intellectual and professional development.

**Objective 3.1:** Assess MIR Curriculum to emphasize dynamic and critical thinking about international relations and initiate changes as necessary.

### Strategies:

- Regularly review and revise the curriculum based on student outcomes and faculty expertise.
- Strengthen course offerings to ensure that relevant and current topics in international relations are covered throughout the curriculum.

- Utilize real-world project-based assignments to solve problems.
- Engage students through different mediums to stay informed about global affairs
- Encouraging and supporting the full-time faculty members to carry out research.

**GOAL 4:** Adherence to quality standards by local and international bodies.

**Objective 4.1:** Maintain accreditation by the Ministry of Higher Education by complying with their standards.

### Strategy:

- Ensuring the availability of a vibrant quality enhance cell at the departmental level

**GOAL 5:** Promoting E-Learning.

**Objective 5.1:** Increase the use of innovative technologies to facilitate learning and communication.

### Strategy:

- Developing and implementing MIS to assure E-Learning in MIR.

**GOAL 6:** Promoting faculty development.

**Objective 6.1:** Enhancing teaching methodologies by integrating new means of teaching.

### Strategies:

- Enhance retention of outstanding faculty by using formal professional development programs to assist career management and personal growth.
- Routinely recognize and reward faculty who demonstrate excellence in their respective roles.
- Provide support to develop innovative teaching.

**GOAL 7:** Promote excellence through service to the department stakeholders.

**Objective 7.1:** Evaluate opportunities for continuing distance education to better serve the needs of the community and students.

### Strategies:

- Create and maintain relationships with the alumni in a meaningful way.
- Incorporate feedback from external experts and scholars.
- Utilize Advisory Councils at the department level.

**Objective 7.2:** Recruit and develop talented students representative of Kardan's vision, mission and values.

### Strategies:

- Improve student retention, persistence, and graduation rates by focusing on high-impact practices and increasing the personal connection with our students.
- Create a student-centred hub (a physical space) that provides comprehensive, individualized support and professional development for all MIR program students.

**Objective 7.3:** Ensuring public engagement.

### **Strategy:**

- Arranging events and inviting different scholars from various fields to promote public engagement.

**GOAL 8:** Ensuring equity and access to education (Education for all).

**Objective 8.1:** Ensuring transparency in students' induction.

### **Strategy:**

- Ensuring the availability of an autonomous students' induction committee at the departmental level to ensure transparency, i.e., gender-biased free induction.

**Objective 8.2:** Promoting education by offering financial assistance.

### **Strategies:**

- Allocating departmental budget for initiating financial assistance programs.
- Increase student scholarships and assistantships for highly qualified students.
- Partner with external stakeholders to achieve greater financial self-sufficiency and to provide flexibility to address immediate needs.

**Goal 9.** Digitalization

### **Strategies:**

- Ensure faculty and students are well-versed with computer applications, online search, and research.
- Assist the students and faculty members in understanding the essential functions of LMS and MIS.
- To sustain excellence in innovation and growth that fosters a positive image of the university in the Afghan community and at the regional and international levels.

**Objective 9.1:** Department's recognition at the national level and alumni's professional achievements through scholarships and career development.

## **Measurements of Success**

This strategic plan reflects the input of stakeholders throughout the MIR program community, and its successful implementation necessitates coordinated efforts by faculty, staff, students, and alumni. These efforts will be led by the Dean and a working group composed of departmental faculty and administrative leaders.

We will measure our achievement of the overall mission through the following accomplishments:

- Progress toward university goals, specifically related to:
  - Enrollment growth while maintaining academic standards;
  - Increased graduation rates; and
  - Increased retention rates to the MIR program.

- Consistent production of high-quality and impactful research;
- Enhanced diversity among faculty, staff and students;
- Constant use of surveys of faculty, staff and students;
- Growth in departments endowment and alumni relationships;
- Increased number and quality of applications submitted to the program;
- Enhanced outreach and engagement with alumni and foreign academic institutions, leading to successful collaborative efforts;
- Meeting all MoHE standards of accreditation and exceeding them where feasible.

## Appendix

Meetings were held with the faculty to identify work activities and to determine improvement opportunities. The group also provided input and worked with their respective faculty to develop future research thrusts. Finally, separate meetings were held with the Assistant and Associate Professors and one faculty meeting was focused on a review of the draft plan. Input based on the analyses, the group coordinator input, and the faculty meetings were used to develop and finalize this strategic plan. Following completion of the draft, the entire faculty was given an opportunity to provide critical reviews of the document and it was revised according to the collected comments. As with any planning document, this strategic plan becomes a living document that should be continually updated and amended as unforeseeable events.

<b>External Factors Evaluation (EFE) Matrix</b>			
<b>Opportunities</b>	<b>Weights</b>	<b>Rating</b>	<b>Weighted Score</b>
O1: Invest strategically to sustain and grow areas of world-class research	0.06	3	0.18
O2: Increased attention to teaching and learning innovation	0.07	4	0.28
O3: Use of technology to enhance learning	0.05	3	0.15
O4: Make the department more research-oriented	0.06	3	0.18
O5: Increase in the number of graduates	0.5	3	0.15
O6: More opportunities for modern higher education than in any other time	0.06	3	0.18



O7: Introduce stakeholder curriculum to respond to Stakeholders needs.	0.06	3	0.18
<b>O8: Enhance branding and perception of our MIR program</b>	0.05	4	0.20
<b>O9: Obtain nationally-known rankings</b>	0.05	2	0.10
<b>10: International partnerships</b>	0.05	2	0.10
<b>Threats</b>			
<b>T1:</b> Drained out financial capacity of the students to continue (Because most have lost jobs or receive reduced amount of salary)	0.05	3	0.15
<b>T2:</b> Physical, psychological and financial hurdles that undermine developmental activities	0.10	2	0.20
<b>T3:</b> Electricity problems mainly on the part of students	0.08	4	0.32
<b>T4:</b> Declining the income level of the households	0.09	3	0.27
<b>T5:</b> Female education restriction by MOHE	0.10	3	0.30
<b>T6: Student academic preparedness</b>	0.7	2	0.14
Total	1		2.84

<b>S1:</b> A rich Learning Management System (LMS) for our students to be ready to support virtual education	0.06	4	0.10
<b>S2:</b> Faculty of social sciences support of MIR towards continuation of online education	0.04	4	0.16
<b>S3:</b> Capacity of faculty members in integrating technological pedagogies in teaching and learning process	0.06	4	0.24
<b>S4:</b> Capacity of department for effective monitoring of faculty and classes	0.05	3	0.15
<b>S5:</b> Collegial working environment	0.06	3	0.18
<b>S6:</b> Excellent research infrastructure	0.04	4	0.16
<b>S7:</b> Strong leadership team	0.06	4	0.24
<b>S8:</b> Excellent working relationship with other Faculties	0.05	3	0.15
<b>S9:</b> Excellent resource center and learning facilities	0.05	4	0.20
<b>S10:</b> Availability of expertise in curriculum development	0.05	4	0.20
<b>S11:</b> Availability of Expertise in quality enhancement initiatives	0.05	4	0.22
<b>S12:</b> Strategic commitment towards higher education	0.05	4	0.20

<b>S13:</b> Dedicated administrative staff	0.04	3	0.12
S10: Well-qualified, applied, involved, well-connected faculty	0.05	4	0.20
<b>S14:</b> Low student-to-faculty ratio w/ small classes taught by professors, not teaching assistants	0.05	4	0.20
<b>Weaknesses</b>			
W1: Limited research publications	0.08	2	0.16
W2: Few internal seminars and special presentations.	0.07	2	0.14
W3: Lack of cooperation of governmental administration for student practical work	0.02	2	0.04
W4: Lack of transportation for distance students	0.03	2	0.06
W5: Heavy faculty work load	0.07	1	0.07
W6: Lack of modern business building with comfortable infrastructure and effective technology	0.09	1	0.09
W7: Effective communication with students about new programs and events	0.09	1	0.09
W8: Lack of efficient internet connectivity across the country	0.09	1	0.09
Total	1		3.26

## SWOTs Matrix

### Strengths

**S1:** A rich Learning Management System (LMS) for our students to be ready to support virtual education

**S2:** Faculty of social sciences support of MIR towards continuation of online education

**S3:** Capacity of faculty members in integrating technological pedagogies in teaching and learning process

**S4:** Capacity of department for effective monitoring of faculty and classes

**S5:** Collegial working environment

**S6:** Excellent research infrastructure

**S7:** Excellent working relationship with other Faculties

**S8:** Excellent resource center and learning facilities

**S9:** Availability of expertise in curriculum development

**S10:** Availability of Expertise in quality enhancement initiatives

**S11:** Strategic commitment towards higher education

**S12:** Dedicated staff

**S13:** Well-qualified, applied, involved, well-connected faculty

**S14:** Low student-to-faculty ratio w/ small classes taught by professors, not teaching assistants

### Weaknesses

**W1:** Limited research publications.

**W2:** Few internal seminars and special presentations.

**W3:** Lack of cooperation of governmental administration for student practical work

**W4:** Lack of transportation for distance students

**W5:** Heavy faculty work load

**W6:** Higher dropout rate of students especially in newly joint semesters

**W7:** Lack of one-on-one interaction with students and Faculty Members (class activity)

**W8:** Lack of efficient internet connectivity across the country

<p><b>Opportunities</b></p> <p>O1: Invest strategically to sustain and grow areas of world-class research</p> <p>O2: Increased attention to teaching and learning innovation</p> <p>O3: Use of technology to enhance learning</p> <p>O4: Make the department more research-oriented</p> <p>O5: Increase in the number of graduates</p> <p>O6: More opportunities for modern higher education than in any other time</p> <p>O7: Introduce stakeholder curriculum to respond to Stakeholders needs.</p> <p>O8: <b>Enhance branding and perception of our MIR program</b></p> <p>O9: <b>Obtain nationally-known rankings</b></p> <p>O10: <b>International partnerships</b></p>	<p><b>S-O Strategies</b></p> <p>(S1, S2, O1, O4) Enhancing research-oriented capacity building of academic staff.</p> <p>(S7, S11, O6) Teaching faculty development initiatives.</p> <p>(S12, O7) Developing curriculum by integrating market and stakeholder perspective.</p> <p>(S11, S13, O2,O5) Compliance with the standards of MOHE</p>	<p><b>W-O Strategies</b></p> <p>(W1,W5, O2, O5, O6) Faculty induction from diversified background.</p> <p>(W2, O1) Focus on research publication and incentives</p> <p>(W4, O7) Creating liaison with government</p> <p>(W5, O5, O6) Providing transportation facilities to students who want to join from distances.</p>
<p><b>Threats</b></p> <p>T1: Drained out financial capacity of the students to continue (Because most have lost jobs or receive reduced amount of salary)</p> <p>T2: Physical, psychological and financial hurdles that undermine developmental activities</p> <p>T3: Electricity problems mainly on the part of students</p> <p>T4: Declining the income level of the households</p> <p>T5: Female education restriction by MOHE</p> <p>T6: <b>Student academic preparedness</b></p>	<p><b>S-T Strategies</b></p> <p>(S7, S9, S12, T2, T3, T5) Quality enhancement and Compliance, Provision of providing financial assistance and educating females by increasing learning facilities.</p>	<p><b>W-T Strategies</b></p> <p>(W1, T2,) faculty induction from the diversified background and faculty development</p> <p>(W5, T2, T3) Creating liaison with government</p>

		EFE (2.84)		
	4	3	2	1
IFE (3.26)	3	I.	II.	III.
	2	IV.	V.	VI.
	1	VII.	VIII.	IX.

# Facilities:



The Resource Center



Computer Lab



Digital Library



Classroom

**This strategic plan was verified by the Faculty of Social sciences academic council dated April/ 26th / 2021, meeting protocol No-Dep-013 and was approved by the university academic council dated 02/May/ 2021 meeting # AC013.**



پوهنتون کاردان  
KARDAN UNIVERSITY



0777 52 83 83



| [info@kardan.edu.af](mailto:info@kardan.edu.af)



| Kardan University



Kardan official



| [kardan.edu.af](http://kardan.edu.af)