

# FIVE YEAR STRATEGIC PLAN

2021-2025

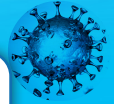
1<sup>st</sup> Edition

*Approved: 2077/08/26*

*Quality Education for Development*



त्रिभुवन विश्वविद्यालय  
Tribhuvan University  
**सुर्खेत क्याम्पस (शिक्षा)**  
**Surkhet Campus (Education)**  
Surkhet  
2020



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2020

**SURKHET CAMPUS (EDUCATION)**

**Strategic Plan Preparation Team**

Rajan Kumar Kandel  
Damber Bahadur Khatri  
Yubat Kumar Oli

**Technical Expert**

Prof. Dr. Chandra Prasad Rijal

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## Preface

Surkhet Campus (Education) has been strongly committed to deliver quality education through its various academic programs and research works. In order to undertake internal quality assurance related matters, the University has the provision of Quality Assurance Committee (QAC). The Committee headed by Campus Chief has formulated the Operational Policy and Guidelines on Quality Assurance-2019' as the first source document to govern quality assurance activities at all levels of the University following the guidelines of Higher Education Quality Assurance and Accreditation Council (HEQAAC) published by University Grants Commission, Nepal. On addition, the University has established Quality Assurance and Accreditation Division (QAAD) to help strengthen institutional capacity and enhance the culture of quality assurance at the Institution.

This five-year strategic plan on quality assurance will orient the University towards its QA development to become *'the center of academic excellence'* for higher education in the country. More specifically, the Strategic Plan will provide a clear direction for the University to execute QAA related plans of action.

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## Vision

Surkhet Campus (Education) provides academic excellence and prepares professional and scholars who contribute to the educational development and socio-economic transformation of the nation.

## Mission

This is one of the recognized educational institutions of Tribhuvan University to provide higher education in Karnali Province, Nepal. We provide accessible quality education to produce competitive professional manpower for educational and socio-economic transformations to meet the needs of 21<sup>st</sup> century. We attempt to develop the human resources for educational and socio-economic transformations through quality education creating suitable learning environment and enhancing learners in terms of knowledge, attitudes and skills and research accompanied by required physical infrastructure and faculty development.

## Goal

The goal of this five - year strategic plan will be to achieve academic excellence being QAA certified through the quality education and research oriented teaching – learning.

- ❖ Our effort goes on to work on QAA processing and attain a letter of accreditation from the University Grants Commission in order to maintain the quality higher education.
- ❖ We try to create a research friendly environment for producing efficient human resource and academically competent scholars for advanced studies.
- ❖ Our effort goes to increase the participation of stakeholders (students' representatives, political parties, business communities, social workers, guardians and local government authorities) that help to strengthen the capacity of the campus.

## Background

Surkhet Campus (Education) was established in July 16, 1971 with the objective of producing trained manpower in education sector for the Government of Nepal in Far and Mid-West region. In the beginning, in addition to the Certificate Level Program (I.Ed.), the campus was running B Level training program for girl students to meet the primary school teacher requirement of the government with the support of NORAD and Ministry of Education. The campus focused its attention towards the higher level of education programs i.e. Bachelor and Master level programs. Consequently in 1991, Bachelor level program was started. Keeping in mind the demand of students and stakeholders the campus started Master level program (M.Ed.) in 2001, first time out of Kathmandu valley. From the academic year 2013/014, Master degree in Open and Distance Learning



(ODL) program was introduced in the campus. This is one of the decentralized campuses of Tribhuvan University. At present, campus has been running four semester M.Ed. program in regular (7 subjects) as well as ODL (3 subjects) mode. Similarly, the campus has been launching four year B.Ed. programs (11 subjects), nine semester B.Ed. program in ICT, and one year B.Ed. program.

The campus has constantly contributed to the quality higher education. It has extended its physical infrastructure and academic programs in different subjects of education. This campus has covered 10 Bigha 19 Kattha and 13 Dhur of land at Birendranagar. At present it has 3,360 students, 39 teachers and 45 administrative staff.

## THE PRESENT STATUS OF THE CAMPUS

The status of the campus is described under the following headings:

### Organizational Structure

Surkhet Campus (Education) has been running under the Tribhuvan University Decentralization Act–2055 BS. Accordingly, the Campus Management Committee is the key body, which is responsible for setting the policies, regulating campus programs and activities. The Campus Chief chairs the committee and nominates a member secretary from the assistant campus chiefs. The Executive Committee headed by the Campus Chief runs the day-to-day functions of the campus that comprises of the representatives of teachers, Assistant Campus Chief, and Department Head.

### Physical Facilities

The campus is enriched with 5 class-room buildings, 5 laboratories, 1 library and 3 administrative building for running academic programs. Other facilities provided by campus are Quarter for staff and teachers, Free Students Union (FSU) building, Student Hostels (boys and girls), Seminar Hall, Cafeteria, Sports ground, examination hall.

At present the total number of text books is 40,179, reference books are 3,060, and journals available in different subjects are 13. Dissertation of master's degree students in different subjects are 1887 and other books are 3501.

Campus has provided accommodations for students in girl's hostel and boy's hostel. In total the capacity of the dormitory for girls is 40 and for boys are 60. So student dormitory is not adequate.

The campus covers 7 Bigha 4 Kattha 10 Dhur in administrative and boy's hostel area, 2 Bigha 15 Dhur in tutorial and library area, 13 Kattha 2 Dhur in girl's hostel area, 18 Kattha 6 Dhur in teacher staff quarter area and 3 Kattha area of water reservoir tank. At present, the campus has sufficient space for expansion of needy classroom buildings and other infrastructure and facilities.



## Financial Status

The cost recovery is the national policy in higher education. Accordingly, TU also has emphasized on the internal resource generation to recover the operating expenditure of its constituent campuses. TU has granted the constituent campuses to mobilize the local resources. This campus also has raised the funds by mobilizing its local resources such as shutter - rent, hostels, teacher and staff quarters, levying development fees to the students enrolled in the academic programs approved by the Campus Management Committee, and raising additional fees to the students to affiliated programs with internal resources. In addition, the campus often directly receives the funds from Nepal Government for specified purposes. The revenue of the campus is classified into internal sources and external sources. External sources include the funds received from the appropriation of TU budget and national and international donors. Similarly, internal sources are classified basically into two categories—student fees and rent from different sources.

The major internal source of income to the campus is student fees. The campus has received only operation grants from TU. Receiving only operation grants implies that the campus has not expanded its physical facilities for both academic and administrative programs during the observed period.

## POSSIBILITIES AND CHALLENGES

The potential possibilities and challenges of the campus in terms of student statistics, teaching and non-teaching staff, financial condition, academic program, infrastructure, and quality of education are mentioned here:

### Student Statistics

The enrollment rate of the students in this campus is satisfactory in comparison with the other campuses in this province and it can be further increased by extension of other programs. However, the task of providing quality education with proper job replacement and use of modern technology in classroom for the need of students is mandatory, otherwise , the number of students may decrease.

### Teaching and Non-Teaching Staff

Faculties are efficient to improve the quality of education in the campus but insufficient in numbers. The present status of academic staff indicates the future potentiality for quality education. More than 50 percent classes are running by full time faculty members; this indicates that if the present size of faculty members is improved, the campus will have no problem of human resource for quality education. The professional skills of administrative staff show that most of the staff needs training to be able to handle the modern office management technology. So, the present status of the administrative staff shows the human resource potentiality for modernizing the future management.





## **Financial Condition**

The cost recovery rate is not satisfactory since last few years. The sole source of income of our campus is student fee and University grant for the remuneration of the teaching and non-teaching staff. So, the present financial condition of the campus is insufficient for the maintenance and development of the physical infrastructures and facilities of the campus.

## **Academic Programs**

Our campus runs four semester M.Ed. program in seven subject in regular and three subjects in ODL mode. Bachelor program includes four years B.Ed. in 11 different subjects and nine semesters B. Ed. in ICT.

## **Infrastructure**

Campus infrastructure was sufficient to run the program in two shifts. As the campus has planned to run the program in morning shift only as per the guidance of the university, and lunch few more programs in bachelor and master level, it requires proper management, maintenance, and development of infrastructures and other facilities.

## **Quality of Education**

The faculties are responsible for quality of education, however the results of the students indicates that it is not satisfactory. Though, the job placement rate of the students is quite satisfactory. The student politics, disturbance in academic calendar and insufficient full time faculties in many subjects are challenges for the quality education.

## **STRATEGIES FOR THE NEXT FIVE YEARS**

Proposed strategy of the campus for five years is described under the following subheadings:

### **Physical Infrastructure Development**

The existing physical infrastructures of the campus require maintenance and retro-fitting. Similarly, the land is used haphazardly, so that, further physical infrastructures and facilities will be constructed with proper plan. The campus compound wall with shutter, administrative building, deep boring for water supply, sports facilities, campus health block, cafeteria, academic staff block, guest house will constructed. Similarly, library, laboratory and levorotary will also constructed. Likewise, classroom building, hostels, teacher staff quarter will maintained and repaired. The path for inter building connection will be constructed.

### **Faculty Development**

The campus will carried out workshop, training, faculty exchange program and



research activities and publications for the faculty development. In the same vein, campus will promote faculties for the degree of M. Phil and Ph D.

### **Academic Excellency**

To achieve academic excellence, the campus will focus on project and research based teaching learning and use of IT and multimedia in classroom. Likewise, formative evaluation, guidance, counseling and career counseling program will lunch for the excellence of the students. The library of the campus will converted in to open access mode and extended in terms of facilities and working hour. The appreciation and promotion program for the students and faculties will carried out on the basis of performance.

### **Program extension**

The campus will convert from unitary to multiple disciplinary campus. For this, campus will lunch LLB, BBS, BBA and B.Sc. program in bachelor level and ICTE and science education program in M.Ed. level. Likewise, campus will run B.Ed. social study and mathematics program in ODL mode.

### **Institutional Capacity Development**

The campus will focuses on capacity development of teaching and administrative staff and digitalization in administrative work. The entire effort of the campus will be concerned to meet the QAA assessment.

### **Research and Publications**

The campus will adopt the strategy to promote the academic staff on the basis of research and publications. The faculties will participate in research activities through research management cell (RMC) of the campus. Each department will conduct and publish research journal in each academic year.

### **Student Welfare and Extra-curricular Activities**

Inter and intra – campus cultural, literary and sports programs will organize by the campus for all round development of the students. Likewise, scholarship and free-ship will be provided to the students incorporating with local and province level government as well as other donors. The trainings like personality development, professional skill development, carrier counseling will be conducted for the students. The alumni of the students and health clinic will be established.

### **Partnership Strategy**

The campus will work with community, chamber of commerce, local and province level government, political parties and other stakeholders for the production of required competent manpower related to our program. Moreover, we attempt to collaborate with the faculties of other campuses and universities within in



Nepal and abroad. Campus will establish volunteer service centre to carry out companions and activities on social, educational and other concerned issues.

## Financial Resource Development and Management

The fee of the students will review periodically on the basis of cost recovery system. The proper plan will implemented to use resources of the campus. The student welfare fund will be created.

## ACTION PLAN

To execute the proposed five year strategic plan and achieve the targeted outcomes and indicators, the following action plan will be implemented:

### 1. Preliminary Preparation

S. N.	Objectives	Activities	Time frame	Indicators/ outcomes
1	To proceed for QAA	<ul style="list-style-type: none"> <li>• Formation of IQAC, SAT and RMC</li> <li>• Submission of LOI</li> <li>• Fulfillment of further requirements of QAA</li> <li>• Conduct different meetings and visit programs with different stake holders, experts and institutions</li> </ul>	Completed 2020- 2024	Accreditation of QAA

### 2. Infrastructure Development

S. N.	Objectives	Activities	Time Frame	Indicators
1	To construct infrastructures of the campus	<ul style="list-style-type: none"> <li>• Construction of administrative building, tutorial building, cafeteria, laboratory, compounding wall with shutter, play ground for sports activities and deep boring for water</li> </ul>	2021-2025	Constructed infrastructures
2.	To maintain infrastructure of the campus	<ul style="list-style-type: none"> <li>• Maintenance of administrative buildings, library building, hostels tutorial building, teachers and staff quarters, furniture, equipments,</li> </ul>	2021-2025	



### 3. Faculty Development

S. N.	Objectives	Activities	Time Frame	Indicators / Outcomes
1	To conduct workshop and training	<ul style="list-style-type: none"> <li>Workshop on proposal writing, academic writing, office record keeping, instructional material construction</li> </ul>	2021	Trained in proposal writing, academic writing, material construction and record maintaining
		<ul style="list-style-type: none"> <li>Training on ICT familiarizing, data analysis, course dissemination</li> </ul>	2021	ICT familiar, analyzing data and enhanced in related curriculum
2	To conduct faculty Exchange Program	<ul style="list-style-type: none"> <li>Organization of guest lecture class</li> <li>Visit of different campuses and universities</li> </ul>	2021-2025	Capacity building of teaching staff
3	To conduct research Activities	<ul style="list-style-type: none"> <li>Conducting department wise research activities</li> <li>RMC will regulate the research activities for the faculties</li> </ul>	2021-2025	Journal and Mini research report Dissemination and implementation in the field
4	To publish research journals and other informative and introductory materials	<ul style="list-style-type: none"> <li>Publication of leaflets, brochures, journals and other research reports</li> <li>Publication of research and teaching guidelines</li> </ul>	2021-2025	Leaflets, brochures, journals and other research reports, research and teaching guidelines
5	To enhance academic development of the faculties	<ul style="list-style-type: none"> <li>Supporting and motivating the faculties for pursuing M. Phil and PhD</li> </ul>	2021 - 2025	Research activities and academic practice in campus



## 4. Academic Excellency

S. N.	Objectives	Activities	Time Frame	Indicators / Outcomes
1.	To conduct project and research based teaching learning activities	<ul style="list-style-type: none"> <li>• Identification of socio-cultural, environmental, educational problems of community</li> <li>• Field visit, discussion, data collection and report writing</li> </ul>	2021 – 2025	Project report and research work submitted by students
2	To use IT and multimedia in classroom	<ul style="list-style-type: none"> <li>• Management of classroom with multimedia and projectors.</li> <li>• Emphasis to use ICT and multimedia in the classrooms</li> </ul>	2021 – 2025	Multimedia facilitated classroom will be established Teacher staff Teacher will use multimedia in teaching learning
3	To provide training guidance and counseling to the students	<ul style="list-style-type: none"> <li>• Conducting exam oriented class, career counseling and formative evaluation</li> </ul>	2021 – 2025	Improvement of students on finding career easily, have good conduct and get suitable opportunities to their life.
4	To encourage the use of library by the students	<ul style="list-style-type: none"> <li>• Working hour of library will be lengthen and it will be converted in open access for students and teacher</li> <li>• Upgrade the library in province level</li> </ul>	2021 – 2022  2022-2024	Working hour of library will be 6:00 AM to 5:00 PM Open access  Province level library
5.	To manage the provision of reward to the faculties, administrative staff and students	<ul style="list-style-type: none"> <li>• Rewarding of efficient and excellent faculties, administrative staff and students</li> </ul>	2021-2025	Reward program



## 5. Program Extension

S. N.	Objectives	Activities	Time Frame	Indicators / Outcomes
1	To convert campus in to multiple faculties and discipline	<ul style="list-style-type: none"> <li>Grant approval from TU and lunch LLB and BBS</li> </ul>	2021 – 2022	LLB and BBS program
2	To extend the program of master degree in science education and ICTE and B.Ed. social study and mathematics program in ODL mode	<ul style="list-style-type: none"> <li>Grant approval from TU and lunch the programs</li> </ul>	2022-2023	Master degree in science education and ICTE and B.Ed. social study and mathematics program in ODL mode

## 6. Institutional Capacity Development

S. N.	Objectives	Activities	Time Frame	Indicators / Outcomes
1	To develop the competence of administrative sections	<ul style="list-style-type: none"> <li>Development of EMIS</li> <li>Development of digital network</li> <li>Refreshment training</li> </ul>	2022-2024	EMIS and digital network within the different section.

## 7. Research and Publication

S. N.	Objectives	Activities	Time Frame	Indicators / Outcomes
1.	To mobilize RMC for research activities of the faculties and departments	<ul style="list-style-type: none"> <li>Mini research</li> <li>Department level research</li> </ul>	2021-2025	Research report and articles of faculties in different journals
2	To publish the research journal by RMC and departments	<ul style="list-style-type: none"> <li>Annual publication of journals</li> </ul>	2021-2025	Journals



## 8. Student Welfare

S. N.	Objectives	Activities	Time Frame	Indicators / Outcomes
1	To grant scholarship and free-ship to the students	<ul style="list-style-type: none"> <li>• Selection and grant free-ship for needy students and scholarship for excellent students</li> </ul>	2021-2025	Record of the students getting free-ship and scholarship
2	To raise scholarship fund to the students	<ul style="list-style-type: none"> <li>• Coordination with provincial and local government, chamber of commerce and donors</li> </ul>	2021-2023	Student receive scholarship
3.	To conduct Extra Curricular Activities (ECA)	<ul style="list-style-type: none"> <li>• Organizing sports week in a year , cultural programs, literacy and other academic competition, exhibition programs</li> </ul>	2021-2025	Winners are awarded and promoted their inner capabilities
4	To provide primary health service to the students	<ul style="list-style-type: none"> <li>• Establishment of health service clinic in the campus</li> </ul>	2022	Students get primary health services

## 9. Partnership Strategy

S. N.	Objective	Activities	Time	Indicators/ outcomes
1	To establish partnership with local and province level governments	<ul style="list-style-type: none"> <li>• Coordination with local and province level governments for infrastructure developments, research activities, scholarship funds, other awareness programs</li> </ul>	2021-2022	Development of infrastructures, research activities, scholarship to the students and public get awareness
2.	To establish partnership with other universities	<ul style="list-style-type: none"> <li>• Exchange of faculties for research, trainings, seminar, project and teaching learning activities.</li> </ul>	2022-2025	Partnership established



## 10. Financial Resource Management

S. N.	Objective	Activities	Time	Indicators/ outcomes
1	To generate income resources	<ul style="list-style-type: none"><li>• Revision of fee structure on the basis of cost recovery approach,</li><li>• Updating and utilization of resources of campus</li><li>• Receiving fund from donors.</li><li>• Generating income from research activities.</li></ul>	2021-2025	Campus runs with cost recovery





