



SECOND FIVE YEAR STRATEGIC PLAN (2024-2029)

**Birgunj Nursing Campus
Institute of Medicine, Tribhuvan University**



Prepared by

**Second Five Year Strategic Plan Core Committee
Birgunj Nursing Campus, IOM, TU
Birgunj, Parsa, Nepal**

January, 2024

Second Five Year Strategic Plan Core Committee
Birgunj Nursing Campus, IOM, TU

Committee Members:

S. N.	Name	Responsibilities
1.	Dr. Kalpana Paudel – Campus Chief	Chairperson
2.	Assistant Lecturer Bineeta kumari Shah	Member
3.	Teaching Assistant Sushila Yadav	Member
4.	Mr. Surendra Kumar Ojha	Member
5.	Assistant Lecturer Srijana Chaudhary	Member Secretary

Foreword

As the Campus Chief of our esteemed Birgunj Nursing Campus it is my pleasure to present the forward for our second Strategic Plan of the campus (2024-2029). This plan holds immense significance as it outlines our vision, goals, and actionable steps for successfully developing and operating our campus. With careful planning, diligent execution, and a commitment to excellence, we aim to create a nurturing and high-quality conducive learning environment that mirrors the success of our existing campus as well as delivering exceptional value and impact for our students and the community at large.

Over the next five years, our strategic plan will guide us in achieving significant milestones and realizing our vision of educational excellence. Our plan is built upon thorough analysis and research, ensuring that we are well-informed about the evolving needs and trends in the educational sector. Through this, we will be equipped to make data-driven decisions that will enable us to offer cutting-edge programs, develop state-of-the-art infrastructure, and attract top-tier faculty and students. I am very much thankful for those who had contributed for initiation for the first five year strategic plan and prepared this second strategic plan successfully. I believed that the collective effort and dedication of our faculties, staffs, students, and community partners will be continuous to make our vision to reality.

Sincerely

Dr. Kalpana Paudel
Campus Chief
Birgunj

Acknowledgement

I am immensely happy to bring a second five-year strategic plan for Birgunj Nursing Campus. The write-up of this strategic plan is the second time of its kind for this campus which has spelled out its strengths, weaknesses, opportunities, and threats to strengthen the academic and administrative activities.

The appreciation is expressed to Prof. Dr. Dhurba Kumar Gautam, Director, Tribhuvan University, Planning Directorate, Dr. Archana Pandey Bista, Associate Professor, NEHEP Coordinator, Mahara-
gjunj Nursing Campus, IOM, TU and Dr. Prakash Gautam, Coordinator, TU- NEHEP for their im-
mense support.

I would like to acknowledge the Campus Chief, Dr. Kalpana Paudel, for providing me opportunity to be a part of this planning and appreciate the Strategic Plan Formulation Committee for their initiation and hard work at the inception phase. Similarly, I am very much impressed with the core team members of this campus who worked hard day and night to accomplish this task.

My acknowledgment is extended to all faculty teachers, administrative staff, and students for their con-
tribution to the workshop and shaping this five-year plan. Last but not least, I wish you all the success
in carrying out the priority activities mentioned in the strategic plan and request to join hands together
to meet the vision and mission of the campus.

Srijana Chaudhary
Member Secretary

Table of Contents

Foreword	ii
Acknowledgement.....	ii

SECTION I

INTRODUCTION

1.1 Contexts and Rationale.....	1
1.2 Purpose of the Plan	1
1.3 Process of Preparing the Plan	1
1.4 Participants in Strategic Planning.....	2
1.5 Stakeholders :.....	2
1.6 Components of the Strategic Plan	2
1.7 Scope of the Plan	2

SECTION II

UPDATED PROFILE OF BNC

2.1 Updates	3
2.2 Overview of the catchment area	3
2.3 Academic Programs	3
2.4 Students enrolment and composition	3
2.5 Human Resource Management	3
2.6 Student-teacher ratio.....	4
2.7 Committees and Structure.....	4
2.8 Library	4
2.9 Infrastructure.....	4
2.10 Financial management.....	4
2.11 Research and publication	4

SECTION III

SWOT ANALYSIS

3.1 Progress in QAA process in Glance	5
3.2 Detail Findings of SWOT Analysis.....	5

SECTION IV

SECOND FIVE-YEAR STRATEGIC PLAN, BNC (2024- 2029 AD)

4.1 Vision, Mission, Goal and Objectives.....	7
4.2 Strategies.....	7

INTRODUCTION

1.1 Contexts and Rationale

Birgunj Nursing Campus (BNC) is one of the constituent campuses of Tribhuvan University, Institute of Medicine, located in Madesh Province, Birgunj Metropolitan City, Birta - 4. Birgunj Nursing Campus was established in 2032 BS (1975 AD) with the Certified Medical Assistant (CMA) program named as Bara Parsa Programme. Proficiency Certificate Level (PCL) Nursing started in 2043 B.S (1986 AD). In 2068, B.S. Bachelor in Nursing (BN) Programme (Hospital Nursing) was started with 20 seats. Since the 2072 BS, two years BN program was substituted with 3 years Bachelor in Nursing Science (BNS) program, Generic Bachelor in Science (BSc). Nursing program has been started with 20 seats since 2077/078. In 2077 B.S PCL Nursing program was phased out from BNC. At present, the BNS and BScN. programs have been upgraded to 40 seats.

In order to enhance the quality of education BNC has initiated the process of achieving the Quality Assurance and Accreditation (QAA) for the beginning the Letter of Intent (LOI) was obtained from the University Grant Commission (UGC), Sanothimi, Bhaktapur Nepal in the year 2074 B.S (2018 AD). Birgunj Nursing Campus (BNC) has developed its first five year strategic plan (2018-2023 AD) with a vision, mission, goals, strategies and objectives. Various activities have been identified and implemented with specification of timeline. Further more for its continuation BNC has prepared the second five-year strategic plan (2024 to 2029 AD) to move ahead.

1.2 Purpose of the Plan

Being one of the constituent campuses of T.U, I.O.M, Birgunj nursing Campus has a responsibility of producing highly knowledgeable and skillful human resources in health required for the Nepalese as well as global market. Moreover, the campus aims to be a center of excellence through education, service to human mankind, research, and innovation. It is impossible without a clear strategic vision formulated in light of the organizational constraints and environmental contexts.

1.3 Process of Preparing the Plan

This second strategic plan for Birgunj Nursing Campus is prepared systematically through extensive assessment and analysis of the internal and external environment in terms of its Strengths, Weaknesses, Opportunities and Threats (SWOT) and the action plan has been identified accordingly of all its academic programs, administrative sections and extra curricular activities for the betterment of BNC family.

The following steps are involved in preparing a strategic plan:

1. A core committee of 5 members was formed under the chairmanship of the Campus Chief.
2. The committee reviewed and analyzed the important components/documents of campus to collect background information.

3. The committee organized a series of interactions/meetings with all major stakeholders such as Nursing Administration Chief, Community leaders of the campus.
4. The committee drafted the strategic plan.
5. Three days workshop was organized on “Development of Second Five Year Strategic Plan (2024-2029) and Term of Reference for Nurturing Excellence in Higher Education Program (NEHEP).
6. Developed Second Five Year Strategic Plan (2024-2029) has been presented and getting the necessary feedbacks has been finalized.
7. Developed Second Five Year Strategic Plan (2024-2029) was approved from Campus Action Committee.

1.4 Participants in Strategic Planning

Participants in strategic planning are:

- Core committee members of strategic plan committee
- Resource persons from Director, TU, Planning Directorate Coordinator, TU, NEHEP and TU IOM, Maharajgunj Nursing Campus

1.5 Stakeholders :

The major stakeholders who gave their contribution were NEHEP-TU and experts of UGC.

1.6 Components of the Strategic Plan

The components of this strategic plan are based on a SWOT analysis of the previous 2018-2023 AD Strategic Plan and SSR report of Birgunj Nursing Campus which includes the Institutional profile, SWOT analysis of the institution, and campus vision, mission, goals, Objective, strategies, and activities with action plan.

1.7 Scope of the Plan

This strategic plan is prepared for five years from 2024-2029 AD.

UPDATED PROFILE OF BNC

2.1 Updates

This campus has been providing 75% full scholarships for students from MEC. At present 12th Batch Bachelor of Nursing Science and the 4th Batch BSc. The nursing program is running. There is a total of 231 students are studying during the year 2023-2024. There are four categories, which are Associate professor, Lecturer, Teaching Assistant, and Nursing Instructor as per TU policy.

The campus has Memorandum of Understanding (MoU) between TU-NEHEP, Planning Directorate and Birgunj Nursing Campus on 2023 AD. There is also an international collaboration between the Faculty of Health Sciences Universitas Nasional, Indonesia for faculty and students exchange program, on 2023 AD for 3 years.

2.2 Overview of the catchment area

In Birgunj Nursing Campus students come from all over Nepal to pursue nursing education. Clinical placements are arranged in different hospitals, health centers, communities (residential or concurrent) fields and observation visits in different organizations throughout the country.

2.3 Academic Programs

This campus has the following academic programs with a standardized structured curriculum of IOM in each program.

S.N	Academic Programmes	Duration	Allocated seat by MEC	Admission requirements
1.	B.Sc. Nursing	4 years	40	+2 Science after passing the MEC entrance
2.	Bachelor of Nursing Science (BNS)	3 years	40	Post PCL Nursing after passing MEC entrance

2.4 Students enrolment and composition

After the Medical Education Commission came into action as per the 2075 Act, there is equal access to all the students for appearing in the common entrance examination which is held by MEC itself. Since the profession was started with more female students' involvement, still there is a huge attraction of female students towards this profession but few male students have also enrolled in this education. At BNC, during the year 2023 one male student has enrolled in the B. Sc. Nursing program.

2.5 Human Resource Management

Academic and administrative human resources are in place. They are recruited according to the rules and regulations of the TU Service Commission. Currently, this campus has 17 full-time nursing faculties, 11 part-time teachers, and 25 administrative staffs.

2.6 Student-teacher ratio

The student-teacher ratio is align with Nepal Nursing Council (NNC) and Medical Education Commission (MEC).

2.7 Committees and Structure

2.7.1 Committees of BNC : Campus Administrative Action Committee, Internal Quality Assurance Committees, Self Assessment Team, Research Mangagment Cell, Construction and Maintenance Committee, Procurement Committee, Student welfare Committee, Residential Committee, Education Management Information System Committee, Pubication Committee.

2.7.2 Structure : Structural desin is according to TU, IOM.

2.8 Library

BNC has a separate library room, which contains more than 6,000 text books & reference books. The campus has used a barcode reader system in the library.

2.9 Infrastructure

Physical facilities

BNC has a quiet atmosphere facilities, and a sound teaching-learning environment for the. with separete classrooms for different program with good space occupancy for around 45 students. There is free internet facilities within the campus premises. Also has separate skill lab for fundamental nursing and midwifery. There is a hostel facility to students, that consists of 6 blocks having 52 rooms with the capacity of accommodating 156 students. It has a cafeteria that offers a hygienic and well balanced foods choice.

2.10 Financial management

The campus follows the financial policy of Tribhuvan University and maintains its financial records and transactions as per the guidelines given by the University.

2.11 Research and publication

Research Management Cell has been established in 2019 AD and is well functioning.

Publication committee has been releasing periodical campus Prospectus, Souvenir, annual report. During the year 2023 Journal Pubication committee has formed and is in final phase of releasing peer reviewd Journal named “Journal of Birgunj Nursing Campus”.

Section-III

SWOT ANALYSIS

Strategic Plan Formulation Committee was formed and meeting with HoD, Internal Quality Assurance Committee, SAT, NEHEP Committee, faculties and staffs was held and discussed to conduct SWOT analysis of campus. SWOT analysis was done on the basis of Self Study Report (SSR) of this campus.

3.1 Progress in QAA process in Glance

S.N	Date	Activities
1	2074/09/10	Birgunj Nursing Campus Decision on IQAA Coordination Committee
2	2074/10/22	LoI Submission
3	2074/11/20	LoI Approval by UGC
4	2074/11/22	SAT formation
5	Not applied till now	Request for funds for SSR preparation
6	8/9/2020	QAA SSR Status query from TU QAAC
7	1 st 2074/12/30 2 nd 075/04/24 3 rd 076/08/19 4 th 077/05/24 5 th 078/07/4	SSR submission
8	2079/11/	UGC Peer Review Preparation Team

3.2 Detail Findings of SWOT Analysis

Strengths

- The only constituent Nursing campus of TU, IOM in Madesh Province
- Well designed Master Plan
- Structured academic calendar.
- Highly demanded academic program for aspiring students in health science.
- Qualified faculties: PhD (1), MN (5) and MSc. Nursing (11).
- Collaboration with multi disciplinary team.
 - National: MOHP; Narayani Hospital, Local government, HEARD Nepal and Parsa Milan Kendra.
 - International: The Faculty of Health Sciences Universitas Nasional, Indonesia
- Highly competent faculties
- Highly dedicated staffs.
- Self motivated students
- Sufficient land with residential facilities hostel.
- Well collaboration with hospital for clinical placement and community centers for community placements.
- Fosters faculty and staff development program with research initiatives
- Periodical workshop/training for faculties and staffs.

Weaknesses

- Human resource portfolio not maintained of faculties and staffs as per TU.
- Small space for skill lab.
- Lack of generation of internal income source.
- Old fashioned infrastructure.
- Undergraduate program only.
- Lack of e-library and computer lab.

Opportunities

- Good demand and public willingness to invest in nursing science graduates in Madhesh province.
- Large number of population in Madhesh province giving the more place for student enrollement.
- UGC and TU-NEHEP support.
- Development of Simulation laboratories.
- High potential to provide research and consultancy services to health science in national and international sectors.
- Potential for academic linkages and collaboration in broader prospects.
- Increase number of students in generic program and expansion of new program such as Midwifery.

Challenges

- Competition from other nursing institutions pose challenges in attracting students and faculty.
- Recruitment and retention of human resource.
- Changes in healthcare education regulations.

4.1 Vision, Mission, Goal and Objectives

Vision

To develop the campus as a center of academic excellence in nursing education through a higher level of education, service, and innovative research in a Madhesh province.

Mission

To create and promote a teaching learning environment that fosters the acquisition of knowledge, critical decision making, quality service and the development of ongoing professional skills that transform quality health care services in a rapidly changing, diverse, and complex healthcare environment through academic excellence, health service, innovative research, strong partnerships, and global initiatives.

Goal

The goal is to achieve academic excellence; produce competent nursing health workforce, and enhance sustainable economic development.

Objectives:

1. To enhance activities of all academic programs.
2. To promote the activities of administrative sections.
3. To develop an Education Information and Management System (EMIS).
4. To expand the infrastructure to support the growth of the institution.
5. To promote research and innovation culture.
6. To establish a quality assurance mechanism in collaboration with higher authorities.
7. To develop sustainability.
8. To foster health, happiness and wellbeing of students, faculties and staffs.

4.2 Strategies

The set of strategies for each objective of Birgunj Nursing Campus are as follows:

Objective 1: To enhance activities of all academic programs.

- Adding new bachelor based on market analysis.
- Establish campus as centre point of attraction among passed MEC entrance Nursing candidates.
- Initiating efforts for coordination and collaboration with national and international institutions.
- Emphasize exposure visits and faculty exchange among national and international institutions/universities.
- Providing opportunities to faculties to participate in national and international conferences.

- Supporting the internal QAA unit to identify the area of improvement for providing quality education
- Enhancing the activities of the extracurricular activity (ECA) to provide opportunities for all students to participate in various ECA activities within the university and outside the university.
- Initiating student placement cells by creating a suitable environment by establishing the relation with health care industries and markets.
- Enhance counseling unit for career counseling to the present and prospective students.

Objective 2: To promote the activities of administrative sections.

- Strengthen governance system
- Maintain portfolio of HR and enhance HR development.
- Strengthen system of performance appraisal.

Objective 3: To establish a quality assurance mechanism in collaboration with higher authorities.

Strategies

- Strengthen governance system
- Establish a feedback mechanism GRD that allows employees at all levels to provide input on quality-related issues
- Ensure regular internal audits to adherence to quality standards.
- To equip faculties and staffs for self and collaborative quality appraisal and audit.

Objective 4: To develop an Education Management and Information System (EMIS).

Strategies

- Establish a complete electronic profile of each student to measure the student's educational progress and success rate.
- Establish a complete electronic profile of each faculty and employee.
- Develop self appraisal system.
- Conduct tracer studies.
- Provide opportunities to students, faculties, and the general public to access the information

Objective 5: To expand the infrastructures to support the growth.

Strategies

- Re-design the master plan.
- Construct new infrastructure for academic, administrative offices, and hostels (boys and girls).
- Develop the infrastructures in-campus residence for faculties and staffs.
- Develop well-managed parking.
- Develop infrastructures for various indoor and outdoor games.
- Promote sanitation, plantation and botanical gardens within campus premises

Objective 6:To promote research and innovation culture.

Strategies

- Strengthen the research management cell (RMC).
- Equip faculties, staffs, and students to seek grants, conduct quality research and scientific publication.
- Promote journal publication and research reward culture.
- Organize and collaborate national and international conference.
- Generate fund for sustainable research, and reinforce to the reasearcher.

Objective 7:To develop sustainability

Strategies :

- Explore financial sustainability.
- Develop HR competency.
- Establish a sustainability committee and conduct a sustainability assessment.
- financial
- Explore the possibility of installing solar panels, biogas production or other renewable energy sources on campus.
- Allocate the budget strategically to support sustainability projects.
- Prepare credit and non-credit course.

Objective 8: Fosterhealth , happiness and wellbeing of students, faculties and staffs

Strategies:

- Promote holistic health for all.
- Maintain worklife balance.
- Ensure occupational safety and health assistant.

Prepared by



Second Five Year Strategic Plan Core Committee
Birgunj Nursing Campus, IOM, TU
Birgunj, Parsa, Nepal
January, 2024