

**TRIBHUVAN UNIVERSITY
INSTITUTE OF MEDICINE
BIRATNAGAR NURSING CAMPUS**
Biratnagar, Koshi Province, Nepal



**SECOND FIVE-YEAR
STRATEGIC PLAN
2026–2031**

DRAFT

For Consultation and Review

Message from the Campus Chief



It is my great pleasure, as the Campus Chief of Biratnagar Nursing Campus, to present the **Second Five-Year Strategic Plan (2026–2031)**. This plan provides a clear roadmap for achieving academic excellence, institutional development, and continuous quality improvement over the next five years.

Building on the achievements and lessons learned from the **First Five-Year Strategic Plan**, this plan responds to the changing needs of higher education, nursing education, and the health sector. It focuses on academic quality, faculty and staff development, research and innovation, infrastructure improvement, student welfare, community engagement, digital transformation, good governance, and quality assurance.

This draft of Strategic Plan will be reviewed, discussed, and refined through consultative workshops involving faculty members, staff, students, stakeholders, and community partners. Their valuable feedback, suggestions, and recommendations will be incorporated to ensure that the final plan is realistic, inclusive, evidence-based, and responsive to institutional and community needs.

I look forward to the active participation and collective commitment of all concerned in finalizing and successfully implementing this Strategic Plan to further strengthen Biratnagar Nursing Campus as a center of excellence in nursing education, research, innovation, and community service.

Sincerely,

Sabitra Subedi

Campus Chief

Biratnagar Nursing Campus



1. Introduction

Higher education plays a vital role in promoting equitable access to quality education and preparing competent human resources for national development. In Nepal, the Constitution of 2072 B.S. has emphasized the expansion of access to higher, professional, and technical education. In this context, higher education institutions are expected to provide relevant, practical, inclusive, and quality education while responding to the needs of communities and other stakeholders.

The University Grants Commission (UGC) has introduced the Quality Assurance and Accreditation (QAA) system to promote and ensure quality in higher education institutions. Biratnagar Nursing Campus, Tribhuvan University, has demonstrated its commitment to academic quality and continuous institutional improvement by successfully completing the QAA process and receiving the Certificate of Institutional Accreditation from UGC on 27 Bhadra 2079 B.S. (11 September 2022).

The previous Five-Year Strategic Plan (2075–2080 B.S.) of Biratnagar Nursing Campus was developed with the vision of producing competent and skilled nursing human resources through quality, practical, and need-based education. The plan provided strategic direction for academic development, human resource enhancement, infrastructure improvement, research, student welfare, and institutional strengthening. With the completion of this strategic plan, the campus has made significant progress in academic and institutional development.

However, the changing needs of the health sector, advances in nursing education and technology, emerging public health challenges, increasing expectations of students and stakeholders, and the evolving national and global higher education environment require the campus to continuously review and strengthen its institutional strategies. The campus also needs to further consolidate the achievements gained through the QAA process and promote a culture of continuous quality improvement.

Therefore, **Biratnagar Nursing Campus has initiated the development of a new Five-Year Development/Strategic Plan for 2083–2088 B.S.** The new plan will build on the achievements, lessons learned, and gaps identified during the implementation of the previous strategic plan. It

Subedi



will provide a clear strategic framework for enhancing academic excellence, faculty and staff development, research and innovation, infrastructure and learning resources, financial support and welfare, community engagement, digital transformation, good governance and quality assurance.

The plan will be developed through the meaningful participation of faculty, staff, students, alumni, community representatives, and other relevant stakeholders. It will be also align with the policies and priorities of Tribhuvan University, the Institute of Medicine and TU strategic vision 2030

The Strategic Plan 2083–2088 B.S. is therefore envisioned as a roadmap for transforming Biratnagar Nursing Campus into a stronger, more responsive, innovative, and academically excellent institution capable of producing competent nursing professionals and contributing effectively to the health and sustainable development of society.

2. Vision

To make Nursing Campus Biratnagar a nationally and internationally renowned center of excellence in nursing education, research, innovation, professional leadership, and community involvement that produces skilled, moral, and socially responsible nursing professionals.

3. Mission

To produce competent, compassionate, and socially accountable nursing professionals through quality education, evidence-based practice, research, and community engagement while fostering an environment of integrity, inclusiveness, and lifelong learning.



Subal

4. Goal

Ensure the effective operation of the campus through sustainable economic development, adequate infrastructure, and good governance and produce competent nursing professionals through quality nursing education.

5. Objectives

- To enhance academic quality and produce competent nursing professionals.
- To strengthen institutional development, management efficiency, and good governance.
- To promote research, publication, documentation, and the use of information technology.
- To develop and modernize physical infrastructure and learning facilities.
- To ensure sustainable financial development through effective resource mobilization and management.
- To foster student welfare, gender equality, inclusiveness, and stakeholder participation.
- To strengthen monitoring, evaluation, and quality assurance systems, including QAA accreditation.
- To enhance disaster preparedness, community engagement, and partnerships at local, national, and international levels.

6. Situation Analysis of Biratnagar Nursing Campus, TU, IOM

Strengths

- The college's own campus building is situated on 12 Kattha 6 Dhur land, and the Degree college of TU gave an additional 2 bigha of land
- Quality Assurance and Accreditation by University Grant Commission on Nepal.
- Dedicated experience and expertise Faculty members
- Strategic location in Province No. 1 facilitating community outreach.
- Long-term funding sources
- Internal Quality and Assurance Committee (IQAC), EMIS committee, Well functioning Research Management Committee (RMC)
- Access to library and educational resources

Subedar



- There is a strong alumnus Association.
- Rental income generated from campus shutters
- Transportation facilities through bus services
- Biometric attendance system in operation
- Proper student records and data management system
- Availability of Hostel for students (boys and girls), internet and Canteen facilities and parking.
- Close to Koshi Hospital, which facilitates students' clinical exposure

Weaknesses

- Lack of adequate classrooms
- Insufficient hostel facilities for students
- Inadequate number of teachers according to approved positions
- Limited research funding and publication output.
- Inadequate digitalization of academic and administrative services.
- Limited international collaboration and academic exchange.
- Inability to modernize library and reading hall
- Lack of seminar hall /examination hall
- Laboratories not properly managed

Opportunities

- Opportunity to receive support from Province No. 1 Government
- Expansion of postgraduate and specialty nursing programs.
- Digital transformation in education.
- International academic partnerships.
- Increased demand for skilled nursing professionals nationally and globally.
- Availability of research grants and collaborative projects.

Threats

- Growing competition from other nursing institutions.
- Delays in decision-making processes

Suber

6. Strategic Priorities

Five-Year Strategic Action Plan 2026 -2030 (Nursing Campus Biratnagar)



S.N	Objectives (Area)	Activities / Key Strategies	Timeline	Expected Outcomes
1.	Institutional Development and Management			
a.	Strengthen academic management	Manage academic activities according to university and council standards Internal quality audits & academic management Strengthen institutional networking	Continuous	Timely implementation of academic calendar; Regular monitoring and supervision reports ; Reduced academic irregularities Number of active MoUs with organizations
b.	Enhance faculty and staff capacity	Conduct capacity-building training and workshops Encourage faculty participation in academic training, seminars and national international research conference	Every year	Number of faculty/staff trained annually; Participation in workshops, seminars, and conference Staff participation in continuing education (CPD hours)
c.	Improve human resource management	Update staffing system and request additional positions as needed	Year 1-2	Improve human resource
d.	Strengthen institutional collaboration	Organize meetings, seminars, and coordination programs	Continuous	Participation in joint programs and collaborations
e.	Secure QAA certificate	QAAD/UGC second cycle accreditation preparation	Year 1-2	Quality Assurance and Accreditation (QAA) from

				the University Grants Commissions.
2.	Academic Development			
	Enhance Academic Development	• Master programme initiation • Curriculum revision (BNS and Bsc), multimedia/smart boards, ICT-based education, lab upgrade, e-library • Promote student-centered and competency-based education. • Strengthen clinical learning through collaboration with teaching hospitals and healthcare institutions. • Introduce simulation-based learning and Strengthen advanced nursing skills laboratories.	Year 1–2 & Continuous	• Improved and updated nursing curriculum • Enhanced academic performance and student learning
3.	Faculty & Staff Development			
	Promote Faculty & Staff Development	✓ Work for revision and restructure the present post (darbandi) status of teachers and staff. ✓ Develop annual faculty development plans. ✓ Facilitate higher education opportunities and specialized training. ✓ Conduct workshops on research methodology, educational technology, leadership, and curriculum development. ✓ Encourage participation in national and international conferences.	Continuous (Yearly)	✓ Increased faculty competency. ✓ Improved teaching effectiveness. ✓ Greater faculty motivation and retention. ✓ Enhanced academic leadership.



		✓ Establish a performance-based recognition system.		
4.	Research activities, and publication			
	Strengthen Research activities, and publication	✓ Encourage collaborative research. ✓ Facilitate research grants and funding opportunities. ✓ Develop an institutional research agenda aligned with national health priorities ✓ Organize research conferences and seminars. ✓ Enhance journal quality and promote publication (journals, reports, EMIS, tracer study) ✓ Conduct journal club ✓ Disseminate research report	Continuous	✓ Increased research productivity. ✓ Higher publication rates. ✓ Enhanced institutional reputation. ✓ Greater contribution to health policy and nursing practice.
5.	Infrastructure Development			
	Improve campus facilities Upgrade furniture and equipment Improve sports facilities Strengthen building	• Upgrade classrooms Seminar/exam hall and laboratories. • Expand library facilities and digital resources. • Construct three story building in 2 bigha ground • Improve campus environment and safety measures. • Seek external funding and partnerships. Upgrade furniture, sports ground renovation, building maintenance	Year 1-3	• Improved learning environment. • Enhanced institutional capacity. • Sustainable resource generation.

Subedar

6.	Good Governance & Transparency			
	Ensure transparency Follow institutional rules Strengthen administrative system	✓ Policy implementation ✓ Adopt participatory and inclusive decision-making processes. ✓ Strengthen coordination among faculty, staff, students, and stakeholders. ✓ Ensure transparent financial management. ✓ Digital attendance system ✓ Establish monitoring and evaluation mechanisms.	Continuous	✓ Accountability ✓ Transparency ✓ Efficient administration
7.	Financial development			
	Upgrade Financial Resource Strengthen financial planning and budget management.	• Develop income-generating activities: Seek external funding from bodies like UGC (e.g., NEHEP), government projects, NGOs, and international organizations. • Develop an alumni network and encourage donations, sponsorships. • Partnership with local/provincial government, • Rent campus facilities (hall, seminar rooms,) for academic and professional events when possible. • Rent of shutter • Funding from provincial and local governments for infrastructure and educational development.	Continuous	Sustainable financial strength
8.	Student Welfare & Development			



	Promote Student Welfare & Development	✓ Organize ECA (sports, cultural, academic events), ✓ Formation of student quality circle, ✓ Involve students in leadership activities ✓ Provide guidance and counseling to the students. ✓ Establish career guidance and placement support mechanisms.	Continuous	Improved student wellbeing, leadership, and engagement
9.	Gender Sensitivity and Inclusion			
	Promote awareness programs	Conduct awareness activities for students	Continuous	Increase awareness of nursing education among communities and related sectors.
	Create gender-friendly environment	Ensure safe and inclusive campus culture	Continuous	Increase the number of applicants from targeted areas and communities.
	Encourage participation	Increase participation in gender awareness programs	Continuous	Ensure a transparent and inclusive selection process.
	Disaster management			
	.prepare for disaster management	• Ensure the availability of fire extinguishers for fire safety. • Conduct regular disaster risk reduction simulation exercises. • Establish alarm and siren systems for emergency preparedness. • Establish a Disaster Risk Reduction and Management (DRRM) team.	Continuous	• Improved fire preparedness and reduced fire-related risks. • Enabling timely communication and rapid response during emergencies. • Clear roles and responsibilities to coordinate disaster preparedness

7. Monitoring and Evaluation



The strategic plan's progress will be routinely assessed using monitoring and evaluation mechanism. Student enrolment and graduation rates, faculty development initiatives, research and publications, student happiness, infrastructure development, community engagement initiatives, and financial management are important areas to keep an eye on. Annual reviews and stakeholder consultations will ensure continuous improvement and strategic alignment.

Conclusion

Nursing Campus Biratnagar has strong potential to become a leading institution in nursing education, research, and professional development in eastern Nepal. Through visionary leadership, good governance, academic growth, research advancement, and community engagement, it can achieve sustainable progress and national recognition.

References

TU Vision 2030 Implementation Plan 2024-2028 (n.d.). Retrieved June 16, 2026, from

<https://www.scribd.com/document/905271921/TU-Vision-2030>

Subedi

आ.ब.२०८२।०८३ को IQAC वार्षिक योजना तथा प्रगती विवरण



क्र.सं.	योजना	कैफियत
१.	प्रत्येक वर्षहरुमा भै यस वर्ष पनि क्याम्पसको Departmental Research का लागि वजेट विनियोजन गर्ने	विनियोजन भएको
२.	क्याम्पसको IQAC कमिटी मार्फत आ.ब.०८१।०८२ को Academic Audit गर्ने	कार्य सम्पन्न भएको
३.	विश्वविद्यालय अनुदान आयोगबाट प्रत्यायनकृत भएका क्याम्पसहरुले अनुदान आयोगमा पेश गर्नुपर्ने वार्षिक प्रतिवेदन तयार गरि समयमा नै पेश गर्ने ।	कार्य भएको
४.	क्याम्पसमा विधुत समस्या आई रहेको र ट्रान्सफरमर राख्न आवश्यक भएको हुनाले सो को प्रक्रिया गर्ने ।	कार्य सम्पन्न भएको
५.	कक्षा कोठामा आवश्यकता अनुसार स्मार्टबोर्ड, डेक्सवेन्च / पुस्तक / फर्निचर लगायतका आवश्यक सामग्री खरिद गर्ने ।	आवश्यकता अनुसार खरिद गरिएको
६.	Child Health Nursing डिपार्टमेन्ट / ल्याव निर्माण गर्ने र उक्त डिपार्टमेन्ट ल्यावका लागि आवश्यक सामग्री व्यवस्थापन गर्ने ।	व्यवस्थापन भएको
७.	मिडवाईफ्री ल्याव, स्किन ल्याव, फन्डामेन्टल ल्याव, कम्युनिटी ल्याव, वायोकेमेस्ट्री ल्याव एनाटोमी फिजियोलोजी, माईक्रोबायलोजी लगायतका सम्पूर्ण ल्यावहरुमा आवश्यकता अनुसार सामग्री थप गर्दै ल्यावलाई स्तरोन्नती गर्ने ।	आवश्यकता अनुसार निरन्तरता भईरहेको
८.	दिन प्रतिदिन गर्मि अत्याधिक बढिरहेको हुनाले शैक्षिक तथा प्रशासनिक कार्यालयहरुमा क्रमश Air Conditioner व्यवस्था गर्दै जाने	आवश्यकता अनुसार खरिद गरिएको
९.	शैक्षिक तथा प्रशासनिक कार्यका लागि आवश्यक कम्प्यूटर, प्रिन्टर लगायतका सामग्री खरिद गर्ने	आवश्यकता अनुसार खरिद गरिएको
१०.	गाडीको व्यवस्था : यस क्याम्पसमा विद्यार्थीको फिल्ड तथा अन्य प्रयोजनका लागि वस खरिद गर्न सम्झौता समेत भई सकेको अवस्थामा नेपाल सरकार वन तथा वातावरण मन्त्रालयको मिति २०८२।०३।०९ गतेको निर्णय अनुसार आपूर्तिकर्ताले सम्झौता अनुसारको वस उपलब्ध गर्न नसक्ने भनि सम्झौता रद्द गरेको हुनाले पुनः ४३-४५ सिट क्षमता भएको वस खरिद गर्ने प्रक्रिया गर्ने ।	पुनःप्रक्रिया गरि त्रि.वि.बाट स्वीकृत प्राप्त भई सिफारिसका लागि विश्वविद्यालय अनुदान आयोगमा पठाईएकोमा सिफारिस भई नसकेको
११.	शैक्षिक भवन पुरानो भएकोले रङ्ग रोगन तथा विजुली वृत्तिमा वारम्बार समस्या भई रहेकाले आवश्यकता अनुसार रङ्ग रोगन मर्मत सम्भारका कार्यहरु गर्ने ।	क्रमशः भईरहेको
१२.	विश्वविद्यालय अनुदान आयोगबाट भएका सूचना अनुसारका कार्य गर्न साथै Annual Report / Emis Report लगायतका अन्य रिपोर्ट तयारी / अपडेट गर्नका लागि समिति गठन गरि कार्य गर्ने ।	कार्य भएको
१३.	जिर्ण आवासगृह भत्काई उक्त स्थानमा कक्षा कोठा, सभाहल तथा पुस्तकालय सहितका भवन निर्माण कार्यको प्रक्रिया भई रहेकोले निरन्तरता दिई कार्य सम्पन्न गर्ने ।	कार्य अन्ति चरणमा पुगेको
१४.	दुईविगाहा जग्गामा भौतिक संरचना निर्माण गर्न पहल गर्ने ।	
१५.	जिन्स सामग्रीहरुमा कोडिङ्ग भई रहेको र त्यसलाई निरन्तरता दिई कार्य सम्पन्न गर्ने ।	कार्य भएको
१६.	ल्यावहरु लाई चिकित्सा शिक्षा आयोग तथा नर्सिङ्ग परिषदका विभिन्न भिजिटबाट आएका सुझाव अनुसार सुधार गर्दै जाने	सुधारमा निरन्तरता दिएको
१७.	वस्तु खरिद योजना अनुसारको सामग्री खरिद गर्ने	योजना अनुसार खरिद गरिएको
१८.	LED स्क्रोलिङ्ग डिस्प्ले गेट निर्माण गर्ने	