TRIBHUVAN UNIVERSITY

Guidelines for Internationalization of Tribhuvan University

(Approved by Executive Council on November 16, 2026)

Office of the Vice Chancellor

Tribhuvan University

Kirtipur, Kathmandu, Nepal

2026

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1. Background

Tribhuvan University (TU) established in 1959, is Nepal's oldest and the largest higher education institution, catering to more than 500,000 (approx.) students annually. In the era of globalization, higher education institutions like TU must engage actively in international academic collaboration, student mobility, global research networks, and cross-border knowledge exchange. Internationalization enhances academic quality, research productivity, cultural exchange, and global visibility.

With the goal of leveraging global connectivity to strengthen TU further and providing global exposure to students, staffs and faculty members, the Centre for International Relations (CIR) was established in April 1998. CIR's role includes fostering cooperation between TU and the global academic institutions through academic and research collaborations.

This document aims to achieve the goal of establishing CIR. It provides guiding principles, strategic areas, activities and working procedures for internalization of TU.

2. Guiding Principles

The core guiding principles for internationalization shall be as indicated hereunder. These principles shall guide the approval, prioritization, and periodic review of all international partnerships and activities.

- *Academic excellence*: All international collaborations are expected to contribute to academic quality, research excellence, and institutional reputation.
- *Reciprocity, mutual benefit, and global recognition*: Partnership shall be developed based on mutual respect, shared benefits, and long-term collaboration and such partnerships helps strengthen global recognition of the university.
- *Inclusiveness*: International opportunities are expected to be accessible to students and faculty across all faculties, campuses and institutes.
- *Cultural immersion*: Internationalization is expected to promote inter-cultural understanding and global citizenship.
- *Institutional sustainability*: International programs are generally expected to be financially sustainable and aligned with the university's long-term strategic priorities.

3. Strategic Areas for Internationalization

The following **five** areas are considered as the strategic areas for strengthening the internationalization of TU.

- Increasing global visibility of TU

- Strengthen international partnership
- Facilitating enrollment of and strengthening the support system for international students
- Enhancing the mobility
- Strengthening capacity for internationalization

4. Expected Activities and Working Procedure for the Strategic Areas

4.1 Increasing global visibility of TU

Global visibility can generally be improved by enhancing academic reputation, academic influence, international publication and citations, global partnerships and collaborations, and attracting international students and scholars, accelerating global engagement, and ultimately by improving TU's position in the global ranking. CIR shall be primarily responsible for this; however, other entities of TU and each faculty and students are expected to contribute to this endeavor by collaborating closely with CIR. Activities and procedure for increasing global visibility of TU will include, but not be limited to,

- *Launch a dedicated CIR website*: This website is expected to show case TU's international activities, a platform to access various documents/templates related to international collaboration, and ultimately expected to service as digital resource and platform for researcher matchmaking.
- *Showcase TU's strength*: Prepare TU's brochure showcasing our programs, and overall strength for advertising globally. Further, disseminate TU's faculty profile, annual list of publications, international projects, MoUs, and list of in-bound and out-bound students/faculties/staffs through CIR's website.
- *Synthesize international publications with affiliation of TU*: Each campus/central department compiles publications generally on quarterly basis and sends them to CIR to upload to its website. The compilation shall generally include publications in the reputed indexing databases such as: Scopus; Web of Science; and Directory of Open Access Journals (DOAJ). However, type of publications to be included, format for compilation, etc. shall be as developed/decided by CIR.
- *Enhance and reshape thematic focus of TU*: In close consultation with various stakeholders and critical review of competitive advantages, identify a limited number of thematic areas on research for development to prioritize resources/investment in those areas for enhancing impact.
- *Organize international conference at regular intervals*: It shall be mandatory for each Dean's office to organize international conference once in every two years, so that every year there will be at least one international conference with international universities/organizations/institutes. Other units of TU (e.g., CIR, Research Centers, etc.) can also organize international conferences. Such international conferences shall be organized in close coordination with CIR.

- *Contribute with information and coordination for improving global ranking*: With the goal of increasing score on "research and internationalization" in the ranking process, CIR aims to contribute with adequate and reliable information.
- *Encourage participation in international forums*: Encourage TU faculties/students to participate in international conferences/meetings/forums/symposia in various global platforms as well as participation in the global academic networks.
- *Maintain official presence in social media*: Active presence in LinkedIn, Twitter (X), Facebook, YouTube, etc. shall be increased This shall be the responsibility of Information and Public Relations Division.
- *Showcase research-related achievements*: Publish research success stories, faculty achievements, international collaborations, etc. This shall be coordinated by CIR in close coordination with the Information and Public Relations Division.
- *Compile global visibility report biannually (or semiannually) and publish through CIR website*: Each campus/central department, dean's office, and centers to shall submit a digital copy of such reports to CIR following a template developed by CIR.

4.2 Strengthen international partnership

This strategic area aims to enhance collaborative research, faculty exchange, and joint/dual/ unified academic programs, among others. Activities and procedures for strengthening the international partnership of TU will include but not be limited to;

- *Map existing MoUs/MoAs and evaluate effectiveness*: CIR shall prepare a global map of existing collaboration/MoU/MoAs, develop a procedure for evaluating the effectiveness of such partnerships, and prepare a periodic evaluation report.
- *Establish new partnerships*: CIR shall facilitate signing MoUs with recognized institutions. The procedure/guidelines for signing MoUs or similar type of document(s) is provided in **Annex-1**. The preferred MoU template shall be as decided by CIR.
- *Prepare and publish a database of international collaboration*: CIR shall prepare and publish a database of international collaboration and update it periodically.
- *Facilitate smooth implementation of existing and initiation of new join research projects*: CIR, in close coordination with Department/Campus/Center and other units, shall facilitate initiating and implementing such projects.
- *TU Global initiative*: Considering TU's alumni, Nepali diaspora, and Non-Residence Nepali (NRN) as a valuable stakeholders, CIR shall drive the TU Global Initiative launched in 2023 with result-orientation by exploring partnerships with Nepali diaspora (TU's alumni, NRN and well-wishers) across the globe, for improving overall quality and impact of TU. CIR shall be the coordinating unit and work closely with various academic units of TU in this endeavor. Formalize this as a 'TU Global Research Network' where international alumni can serve as co-investigators on regional grants, providing a clear pathway for collaborative funding.

- *Develop a mechanism to connect with non-Nepali alumni*: Establish TU's International Scholars' Forum" – a loose forum to connect alumni of TU's international program, exchange, research-affiliates, and visiting scholars/faculties.
- *Initiate and manage international programs*: CIR is already managing two such long-term programs such as Kathmandu Center for Research and Education (KCRE) and Confucius Institute (CI@TU). CIR shall take initiatives for new such partnership programs in close coordination with relevant units at TU.
- *Work as a nodal point for bilateral/multi-lateral partnership with any international institutes/organization/agency*: With the aim of harmonizing approaches on international collaboration, CIR shall work as a nodal point for universities, international organizations, development partners, embassies, and others for developing new partnerships. A partnership unit/focal-point will work as a preliminary nodal point and develop a 'Digital Partnership Dashboard' within CIR. This is expected to provide a real-time tracking of MoU deliverables, financial contributions from partners, and shared equipment logs to prevent the duplication of laboratory resources across centers, faculties, departments, and campuses.
- *Administrative coordination for international programs/initiatives*: CIR shall be the administrative nodal programs for any international collaborative programs/ initiatives such as Confucious Institute at TU (CI@TU), Kathmandu Center for Research and Education (KCRE). Any new initiatives with any international partner or country shall be coordinated by CIR as administrative nodal point.
- *Establishing and operating country/organization Chair program*: CIR facilitates to process and coordinate to establish and oversee operations of country/organization Chair program at TU. The Chair program shall be established by following the Guidelines provided in **Annex 2**.
- *Hosting academic/research volunteers*: Each unit under TU can host academic/research volunteers, either joining as individual or seconded by other institution, to strengthen their research/academic delivery. Their duration shall be maximum of one (1) year. In such cases, there should not be any financial burden to the hosting unit of TU.
- *Appointing Country Focal Person (CFP)*: To mobilize as many faculty members as possible for strengthening international cooperation, CFPs shall be appointed to different countries by the Vice Chancellor of the TU. The Terms of Reference of the CFP shall be as defined by CIR. The CFP shall report to Executive Director of CIR.

4.3 Facilitating enrollment of and strengthening support system to international students

International students/scholars shall be of different types such as enrolling in regular academic programs of TU, exchange students/scholars from partner institutions/universities, walk-in students who enroll for one-semester or so, participants in short courses (e.g., summer/winter school, specially designed course for international

students, etc.), independent (non-degree) research scholars, and specially invited fellow/ scholar, among others.

Attracting international students depends upon various factors such as attractive academic program, strong faculty and research programs, conductive teaching/learning environment, and a strong student support system. Activities and procedures for facilitating enrollment of international students and strengthening the student support system will include, but not be limited to,

- *Academic programs targeted for international students*: Each Dean's office shall name a list of academic programs at different levels that are targeted for international students. New international programs and flexible academic degree programs shall also be prioritized where feasible. CIR shall disseminate this widely through its website and global partners' network. Each **Dean's office** under TU shall be prepared to enroll international students following the guideline/procedure as outlined in **Annex-3**.
- *Prepare a brochure of TU for prospective students*: Prepare brochure highlighting academic programs and strengths for disseminating widely to prospective students. CIR shall prepare it in close coordination with TU's Dean offices.
- *Prepare an "**International Student Handbook for TU**"*: Such a book is expected to cover information on university, programs, visa, housing, academics, and student life. CIR shall prepare it in close coordination with other units of TU.
- *Facilitate for ensuring accommodation to international students and visiting faculties/scholars/guests*: To ensure stay of international students and visiting faculties/scholars/guests in Nepal becomes comfortable, an international hostel and guest house is required. CIR aims to build and operate hostel and guest house for international students and exchange staffs/faculties. CIR may also collaborate with other partners/private-sector to provide service in this endeavor.
- *Promote TU through international platforms*: CIR shall leverage global education fairs, international embassies, digital marketing, etc. to promote TU. CIR shall coordinate and facilitate for it; however, each unit of TU shall be responsible for promoting TU.
- *Develop international student admission portal*: Such a portal is expected to facilitate online submission. Each Dean office shall prepare such page on their website.
- *Strengthen support system to international students*: Establish international scholarships, hostel facilities, student support services for international students. CIR shall coordinate for it; however, each Dean's office shall actively explore and facilitate to support international students.
- *Institutionalize credit transfer*: TU's approved policy and program of Fiscal Year 2082-083 BS (**Section 2.2, c**) allow for credit transfer. Relevant Dean offices shall facilitate the credit transfer following the guideline/procedure provided in **Annex-4**.

- *Encourage different units of TU to offer short-term courses*: Short-term courses such as summer school, winter school, specially designed course for international students, etc. can be offered by any units under TU with the aim of attracting enrollment of international students, preferably for more than six (6) months or longer. Such courses can be with or with-out credit. Such courses shall be offered following the guidelines/procedure outlined in **Annex-5**.
- *Facilitate enrollment of walk-in students*: A walk-in student is defined as the one who may not be affiliated with any university or academic institutions at the moment, however, s/he wants to complete some practical/laboratory works or directed study or project or specific courses to fulfil any his/her personal requirements or for strengthening his/her learning. S/he may join for a semester. The respective Dean's office can decide on modality of enrolling such students by maintaining flexibility where possible and implementing it.
- *Promoting Dual/Joint degree programs and Unified Bachelor-Master Degree Programs*: TU's approved policy and program of Fiscal Year 2081-082 BS (**Section 3.10.4**) have already opened the door for implementing Dual/Joint degree programs at TU. Such programs shall be implemented following guidelines/procedure outlined in **Annex-6**. Relevant Dean offices shall implement such programs in close coordination with CIR. Unified Bachelor-Master Degree Programs are also equally important to strengthen internationalization of TU. Appropriate policy-decisions and subsequent development of guidelines shall be prioritized for initiating such programs in due course.
- *Encourage any other types of enrollment/affiliation with TU*: They may include, but are not limited to, enrolling independent (non-degree) research scholars who would implement research activities with TU-affiliation, hosting exchange students, hosting visiting scholars/faculties, and specially invited fellow/scholar. In such cases, modality as well as procedure for the enrollment shall be as decided by CIR. In case of independent (non-degree) research scholars, their maximum duration shall be two (2) years.

4.4 Enhancing mobility

Academic mobility – both inbound and outbound – enhances knowledge exchange, research collaboration, cultural understanding, and institutional reputation. TU aims to promote national and international mobility through structured exchange programs, joint research initiatives, academic visits, volunteer programs, and professional development opportunities. Activities and procedures for enhancing the mobility of students, staff and faculty members will include, but not be limited to,

- *Define types of student mobility*: Various types of student mobility may include but not limited to – i) short-term mobility (1-8 weeks) for summer/winter school, training, field schools, and study tours; ii) semester exchange programs such as students

study one semester or one academic year at partner universities; iii) degree-seeking mobility, aimed at joint or dual degree programs; and iv) research mobility (e.g., Master's thesis research abroad, PhD exchange programs, etc.).

- *Define types of faculty mobility*: Faculty mobility types may include but are not limited to – i) visiting/adjunct professorship appointments; ii) short-term teaching assignments; iii) postdoctoral and research fellow appointments; iv) research collaboration visits; v) joint supervision of graduate students; vi) participation in international workshops and conferences; and vii) sabbatical visits at partner or new institutions. The duration may range from few weeks to one year, in general. In case of postdoctoral and research fellowships, duration, renewal conditions, and other terms shall be as specified in the Memorandum of Understanding (MoU) or Memorandum of Agreement (MoA) or any other form of agreements between the two parties.
- *Define types of administrative/research/technical staff mobility*: Such mobility may include but not limited to – i) professional training programs; ii) study visits to partner universities; iii) administrative exchange programs; iv) capacity-building workshops; v) international project participation.
- *Disseminate information of such programs widely*: Information on various opportunities for mobility of staffs, students and faculty members shall be explored and posted on CIR's website periodically.
- *Initiate Visiting/Adjunct Professorship program*: With the aim of hosting national and international professors/professionals as well as providing opportunities for professors at TU to visit to foreign universities as visiting professor, CIR shall facilitate in various ways. Appointments at TU shall be made as per the guidelines or procedures outlined in **Annex-7**.
- *Initiate volunteer program*: Support both in-bound and out-bound volunteers to strengthen partnership as well as academic environment. In-bound volunteers can be hosted from various type of organizations ensuring university's benefit.
- *Leverage other activities to enhance mobility*: Through other priority areas and associated activities too, opportunities for mobility shall be maximized.

4.5 Strengthening capacity for internationalization

For satisfactory delivery of services to international students, scholars, and partner institutions, strengthening institutional, academic, administrative and financial capacities is required. Activities and procedure for strengthening capacity for internationalization will include, but not be limited to,

- *Transform CIR into a one-stop help desk for international students and supporting international research collaboration*: CIR's institutional capacity shall be strengthened with re-organization of its staffing structure, with increased staffing size

and full-fledged allocation of staffs, to provide services as per the internationalization guidelines/strategy.

- *Sensitize faculty members, staffs and students on international collaboration*: CIR shall organize sensitization workshops/seminars/trainings on international research collaboration or other relevant themes (e.g., global academic trends/practices, research funding landscape, inter-cultural communication, writing grant proposal, etc.).
- *Standardize various templates and make them available in the public domain*: To facilitate harmonizing documentation of various activities and processes and to ease in access to information, application documents, and processes, CIR shall prepare templates of various documents and processes and make them easily accessible through its website.
- *Initiate to build international scholar/faculty/students' dormitory*: To provide a conducive environment for international students, CIR shall take the initiative to build international students' dormitories of at least 50-100 occupancy capacity. As required, CIR will also coordinate with other agencies to provide services to international students in managing accommodation.
- *Mobilizing interns*: To facilitate activities related to internationalization, CIR can appoint interns as required. The appointment shall be as made by the Executive Director and compensation/salary/perks shall be as decided by CIR.
- *Authorize CIR to decide on aspects which are not clearly defined in guidelines and/or CIR Bylaws*: In case there are any ambiguity/unclarity in CIR Bylaws and this Internationalization Guidelines, CIR can decide on various aspects, including financial aspects, for smooth implementation of internalization activities. It includes but not limited to returning money received in the CIR account in case the visa is not granted as proposed, deciding expenses related to various events, etc.

Annex 1: Guidelines for Signing Memorandum of Understanding (MoU) by Tribhuvan University

1. Background

A Memorandum of Understanding (MoU) is an institutional agreement between Tribhuvan University (TU) and partner institution (national or international) – academic, governmental, inter-governmental, international, non-governmental or other – to promote cooperation in education, research, training, mobility, and institutional development, among others.

Existing practices at TU show that such types of documents are signed at different levels (e.g., campus, dean's office, Central Departments, Vice Chancellor's Office, etc.). However, a clear guideline on type of document to be signed by different levels does not exit.

In this context, this guideline aims to establish clear responsibilities and approval mechanism to ensure quality, transparency and accountability in signing MoU or similar type of document(s).

This guideline applies to constituent as well as affiliated campuses/colleges under all institutes/faculties and/or centers at TU and/or its Institutes/Faculties.

2. Objectives

The objectives of this guideline are highlighted hereunder;

- Ensure quality, transparency, and accountability in MoU signing
- Avoid unproductive or symbolic MoUs
- Align partnerships with the strategic priorities of TU
- Establish clear responsibilities and approval mechanisms

3. Types of MoUs

The main focus of MoUs can be of different types as indicated below; however, a single MoU can also integrate multiple focus areas, even beyond the list below, as agreed by both the parties.

- *Academic cooperation*: It may include student/staff/faculty exchange; joint supervision; joint/dual/ unified degree programs; credit transfer; curriculum development; sharing of academic materials and resources; etc.
- *Research collaboration*: It may include joint research projects; research funding proposals; research publications; data sharing; etc.

- *Faculty and staff mobility*: It may include hosting each other's faculty/staff in the form of Visiting Professor/Faculty; Adjunct Professor/Faculty; Short-term academic visits; etc.
- *Capacity development*: It may include training programs; workshops/seminars; technical assistance; etc.
- *Infrastructure and technology cooperation*: It may include laboratory development; digital learning platforms; innovation and incubation; etc.

4. Guiding Principles

MoUs are expected to

- Support TU's academic and research priorities
- Promote mutual benefit
- Ensure financial sustainability
- Provide contact points to facilitate follow-up
- Have a validity period of generally five (5) years, however, it can be mutually agreed
- Have a mandatory 'activity review' at year three to phase out symbolic or 'unproductive' MoUs.

5. Institutional Authority

The national-level MoUs can be signed by respective Central Departments or Campuses with approval from the respective Dean's office. In case of the international MoUs, they shall be signed only at three levels depending upon scope of MoU. The signing authorities shall be as indicated hereunder;

- *University-level scope*: If the scope includes the entire university-level, it shall be signed generally by the Vice Chancellor. However, depending upon counterpart signatory, it can be signed by the Rector or Registrar or Executive Director of the Centre for International Relations too. In case of signing by VC or Rector or Registrar, it should be approved by Vice Chancellor. In other instances, the decision to sign MoUs can be made by Executive Director of CIR.
- *Institute/Faculty-level scope*: If the scope includes a specific institute/faculty, it shall be signed by Dean of the Institute/Faculty. However, depending upon counterpart signatory, it can be signed by Assistant Dean too. The Centers under Dean's office may also sign MoU, as appropriate, if authorized by respective Dean's office. If the MoUs are to be signed by Dean's Office or authorities under the Dean's office, such MoUs shall be approved by respective Dean and signed copies shall be sent to CIR for record keeping.

- *Campus/Central Department level scope*: If the scope of the MoU includes specific campus and/or central department, it shall be signed by respective Campus Chief or Head of Central Department. In such case, the MoUs shall be approved by respective Dean and signed copies shall be sent to CIR for record keeping.

6. Process for Signing MoUs

Signing of MoUs or similar types of document(s) normally follow the following seven (7) step process;

1. *Initiation of MoU*: Any faculty member, department, campus, center, institute/ faculty, and international partner (existing or prospective) can initiate the process for MoU. The initiating individual or unit sends an email or written document to respective Dean's Office. Depending upon scope of the MoUs as outlined in **Section 5** above, it shall be approved directly by Dean or forwarded further to **Centre for International Relations (CIR)** with clearly outlining following things: i) partner's profile; ii) potential areas of expected collaboration; iii) potential activities that can be initiated in short term; iv) expected benefits to TU, and v) contact person from partner institution.
2. *Preliminary screening*: The respective office evaluates the proposal based on institutional reputation, alignment with TU's strategy, academic value, financial implications, and legal compatibility and makes appropriate decisions and/or recommends to higher authorities as required.
3. *Preparing draft of MoU*: If the recommendation is positive, a draft of the MoU shall be prepared by the respective unit (e.g., Campus or Central Department or Dean's Office of CIR). The draft is expected to follow the template as decided by CIR.
4. *Approval of MoU*: The MoUs shall be approved by various authorities as outlined in the **Section 5**.
5. *Signing of MoU*: The MoU shall be signed in-person during official meetings or during conferences or visits or virtually through a digital signature. The signing authority shall be as outlined in **Section 5**.
6. *Registration and record keeping*: The MoUs shall be registered at the office that signs the MoU. In case of international MoUs, all signing authorities/units shall send a copy to CIR for record keeping. In case of national MoUs, respective Dean's office shall have a copy and record of MoUs signed by units under them.

6. Periodic Review

Each MoUs with international agencies/universities/organizations shall be reviewed in every two (2) years. CIR/Deans/Campus/Departments shall be responsible to review the effectiveness of MoU based on activities performed as per spirit of MoU.

Symbolic or ‘unproductive’ MoUs shall be kept in “red zone” and considered to showcase activities in another one year. If the collaborative activities will not move forward effectively, the MoU shall be terminated following the provisions made in the MoU.

Annex-2: Guidelines for Establishment and Operation of Country/ Organization/Thematic Chair Programs, 2026

1. Background and Rationale

Tribhuvan University (TU) has hosted at least three Chair Programs so far – Indian Council for Cultural Relations (ICCR) Chair at Centre for Nepal and Asian Studies (CNAS) (since May 2022); UNESCO Chair on Mountain, Cryosphere and Water (since February 2026); and Chair on Urdu and Pakistan Studies at Ratna Rajya Campus, Tribhuvan University which started in the early 1980s and continued until 2009.

A Country/Organization Chair Program at TU is envisioned as a long-term academic platform within TU dedicated to a particular country/organization and to mutually agreed priority areas of academic, research, cultural, technological, economic or policy cooperation. It's considered as an effective instrument for internationalization, research collaboration, knowledge diplomacy, and long-term institutional partnerships.

This approach is consistent with TU's statutory authority to maintain relations with foreign universities and educational institutions and to obtain financial assistance and exchange educational programs.

The guidelines shall apply to Chairs established in collaboration with foreign countries, international organizations, multilateral organizations, bilateral development agencies, foreign universities and research/academic institutes, foundation and philanthropic organizations, and other recognized private sector organizations of strategic importance to TU. It also applies to establishing any thematic chair (e.g., TU-Japan Chair in Disaster Resilience).

2. Objectives

The broad objective of the Chair Program shall be functioning as a hub for teaching, research, innovation, academic exchange, policy dialogue, cultural understanding and international collaboration. The Chair shall not merely be a ceremonial title or an office for representation of a country or organization; rather performance-based academic and research platform that converts diplomatic or institutional relationships into tangible outputs. The specific objective shall include;

- Strengthen strategic academic relations between TU and the concerned country/organization.
- Organize joint academic programs, courses/training, seminars, conferences, art exhibitions, or similar types of activities of mutual interest

- Establish a sustained platform for joint research and innovation; faculty and student exchange; facilitate visiting professors, researchers and experts; and cultural and people-to-people relations promotion.
- Enhance TU's international visibility, mobilize international research funding, and facilitate technology and knowledge transfer.
- Support evidence-based policy dialogue on issues of mutual interest.
- Develop a sustainable institutional relationship beyond individual MoUs or projects.

3. Eligibility for the Establishment

A Chair should normally be established only where there is demonstrable:

- *Strategic relevance*: The proposed country/organization should have significant relevance to Nepal and/or TU.
- *Academic relevance*: There should be sufficient academic capacity within TU to sustain the proposed Chair.
- *Mutual interest*: The Chair should provide identifiable benefits to both TU and the partner.
- *Institutional commitment*: The partner should be willing to enter into a formal agreement with TU, with adequate financial resources committed for its sustainable operation.
- *Long-term potential*: The Chair program shall be assured for continued operation for at least five (5 years) to operate.

4. Initiation and Approval Process

4.1 Initiation of Process

A formal proposal, along with draft of proposed "**Chair Establishment and Cooperation Agreement**", to establish a Chair shall be originated from the country/organization who is willing to establish the Chair at TU. In case of Country Chair, the proposal should be submitted to Vice Chancellor. In case of other organizational and/or thematic chairs, it can be submitted to relevant Dean Office, who will recommend to Centre for International Relations (CIR), after institutional assessment, for further processing. The CIR, in addition to strategic importance, also looks after Legal status, Reputation, Financial capacity, Political/diplomatic sensitivity, Sanctions/compliance risks, Academic reputation, Strategic relevance, Previous cooperation, Funding source, and Potential conflict of interest, among others. For country Chairs, CIR shall consider coordinating with the appropriate governmental/diplomatic authorities, where necessary.

4.2 Structure of Proposal

The "**Chair Establishment Proposal**" shall contain tentatively following contents;

- **Background**: It should have details or Name of the proposed Chair; Partner country/organization; Rationale; and Strategic significance.
- **Academic Justification**: It may contain several sub-chapters that highlights how both sides benefit academically. Potential contents could be Proposed thematic areas; Relevant departments/research centers; Faculty expertise; Existing research activities; and Proposed activities that help strengthen academic activities between the two countries/organizations.
- **International Partnership Justification**: It may contain contents highlighting how this Chair program helps internationalization of TU. Potential contents could be Existing relationship with the partner (if any); Previous MoUs/projects; Proposed areas of cooperation; Expected international benefits.
- **Five-Year Business/Academic Plan**: The proposal should provide Academic activities; Research agenda; Exchange program; Training; Conferences; Publications; Staffing; Infrastructure; Funding plan; and monitoring indicators and milestones for periodic review.
- **Financial Plan**: The proposals should clearly specific following aspects as relevant: Establishment contribution; Annual operating contribution; Research funding; Scholarships; Mobility funding; Administrative costs; Infrastructure support cost; and Endowment (if applicable).

4.3 Processing and Approval of the Proposal

After the proposal is received at CIR (in case received at Vice Chancellor's Office, it will be forwarded to CIR for detailed review), it does initial screening, compliance with guidelines, and suitability of establishing the Chair Program before recommending to Vice Chancellor. As required, CIR discusses the proposal with the country/organization who submitted it. Vice Chancellor performs financial/Legal review (as required) and then approves it from Executive Council. All Chair Programs shall be signed/approved by the Vice Chancellor as the head of Executive Council.

4.4 Signing the Agreement

After the approval of proposal and the "**Chair Establishment and Cooperation Agreement**" by the Vice Chancellor and subsequent approval from the counterpart too, it will be signed either in-person or virtually. Each Chair should be governed by a separate **Chair Establishment and Cooperation Agreement** between TU and the partner. The content of the agreement, duration, renewal and other clauses shall be as agreed mutually by both the parties.

5. Operating the Chair Program

5.1 Eligibility of the Chairholder

The Chairholder should have a title of Full Professor (or equivalent) along with a strong academic standing in the areas of expertise (academic, research, publication) nationally as well as internationally and demonstrated leadership and partnership-building capacity. Even a retired professor will be eligible to be a Chair if s/he is agreed by both the Parties. Primarily, the name of the Chair shall be proposed by the party who is willing to establish the Chair at TU and should be endorsed by the Vice Chancellor of TU.

5.2 Hosting of the Chairholder

The Chairholder can be hosted by one of the Research Centers of TU or its institutes/faculties or Central Departments or Campuses, depending upon relevance, preferences, and origin of initiation of the proposal.

A Chair shall not interfere the existing programs or institutional structure, rather supplement/strengthen the regular activities of the TU and operate as a cross-cutting platform connecting existing TU academic units.

5.3 Duration of Chairholder

A Chairholder may normally serve for **three** years, renewable up to one more term based on satisfactory performance. The continuation of the Chairholder itself should be independent of the tenure of the Chairholder. The decision on appointment as well as continuation of the Chairholder shall be made by the Vice Chancellor upon recommendation of the host unit at TU.

5.4 Reporting by the Chairholder

Chairholder, in principle, will be self-operated person. S/he share biannual (or semiannual) progress report to the Chair establishing country/organization through TU. In addition to academic/research/technical aspects, the report should also highlight achievement against the following key performance indicators (KPIs):

- **Academic**: Courses developed; Guest lectures; Number of students trained; etc.
- **Research**: Joint research projects; Joint patents/innovations; Field research; External research grants mobilized; Joint journal articles; Books; Policy briefs; Working papers; Research reports; etc.
- **Internationalization**: Contribution to faculty and student exchange; Bringing visiting professors/researchers/fellows; New institutional partnership established; Contribution in organizing or co-organizing international conferences with TU as a partner; etc.
- **Resource mobilization**: External funds mobilized; Scholarships generated; Research grants obtained; etc.
- **Impact**: Policy contributions; Technology transfer; Policy dialogue; Workshops; Roundtables; etc.

For administrative matters, s/he shall report to the head of the Research Center or Central Department or Campus that hosts the Chair.

5.5 Suspension or Termination of Chairholder

TU may suspend or terminate a Chairholder, with a six-month termination notice, if:

- Funding is discontinued;
- Activities remain inactive;
- Academic standards are compromised;
- There is violation of TU regulations;
- The partner interferes with academic freedom;
- The Chair fails repeatedly to meet agreed objectives;
- There is reputational, legal or ethical risk.

6. Financial Management

All Chair funds, if transferred to TU, should be:

- Deposited in an authorized TU account as recommended by hosting unit of TU
- Managed according to applicable TU financial regulations;
- Audited annually;
- Used only for approved Chair activities;
- Subject to procurement and financial-control procedures;
- Reported transparently to the partner.

7. Establishing Nepal-related Chair in Other Countries

TU can facilitate smooth functioning of Nepal-related Chair Programs operated in other countries. Further, TU can appoint honorary title of "Nepal Chair" to any faculty member or professor in foreign university with the aim of promoting Nepal's culture, indigenous knowledge, and people-to-people relationships as well as strengthening internationalization of TU. In addition, TU can also second its Faculty Members or Professors in other countries/institutions if that has strategic value to strengthen impact of TU. Terms/Conditions and facilities of those Chairs shall be as decided by TU.

Annex 3: Guidelines for Enrolling International Students in Regular Academic Programs at Tribhuvan University

1. Background

To promote internationalization and strengthen global academic collaboration, Tribhuvan University (TU) encourages the enrollment of international students in its regular academic programs.

An international student in this guideline refers to any student who is not a citizen of Nepal and seeks admission to a regular academic program at TU. This includes foreign nationals, non-residence Nepali (NRN) student, and students under international scholarship programs.

This guideline provides a framework for admission, enrollment, academic integration, and support services for international students. This guideline is applied to Bachelor's, Master's, Doctoral programs as well as professional degree programs offered at any constituent or affiliated campus/college under all institute/faculty at TU.

2. Objectives

The objectives of this guideline are;

- Promote internationalization of higher education at TU.
- Facilitate academic mobility and cultural exchange.
- Ensure transparent and fair admission procedures for international students.
- Enhance the global visibility and reputation of TU.
- Provide administrative and academic support to international students.

3. Admission Categories

International students may be admitted under the following categories:

- Self-finance international students (SfIS): Students who pay tuition and other fees as determined by the university on their own.
- Scholarship students (ScS): Students supported through government scholarships, international organizations, bilateral agreements, and institutional partnerships.
- Exchange students (ExS): Students enrolled in partner universities who study at TU for a specified period under exchange agreements.

- Research project funded scholars/students (RpS): Student/scholars enrolled under specific research grant support program to earn defined credit for Bachelor/Master/ PhD levels.

4. Eligibility Requirements

4.1 Academic qualifications

International applicants must possess equivalent academic qualifications recognized by TU. The requirements are defined by respective Dean offices. General requirements for different levels may include:

- Bachelor's level: Completion of 12 years of schooling, equivalent to +2.
- Master's level: Bachelor's degree in a relevant field.
- Doctoral level: Master's degree in a relevant discipline.

4.2 Language proficiency

Applicants must demonstrate proficiency in the language of instruction.

If the program is conducted in English, students may provide **one** of the following: i) A certificate confirming medium of instruction in earlier degree was in English; ii) TOEFL score of at least 60; iii) IELTS score of at least 5.0; iv) any other English test equivalent to above mentioned scores for TOEFL and IELTS. This ensures that international students can contribute effectively to high-level research publications.

If a program is conducted in Nepali, basic proficiency in Nepali language is required.

4.3 Additional requirements

Depending upon program that a candidate will enroll, it may also require entrance examination, research proposal (for doctoral programs), interviews, etc. Such requirements shall be as defined by respective Dean's offices for respective programs, with due consideration of possible flexibility that can be offered to international students.

5. Application and Admission Procedure

A designated unit/office (e.g., Dean's Office) of TU publishes admission information through official website(s). The announcement is expected to include available programs, eligibility criteria, application deadlines, required documents, tuition fees, contact information, etc.

International students shall submit applications through the designated unit/office of TU, online or physical. Application document is expected to contain duly filled application form, academic transcripts and certificates, a passport copy, a curriculum vitae, statement of

purpose, recommendation letters from two referees, proof of language proficiency, research proposal (for doctoral program). The documents may need to be translated into English and notarized.

The application is processed by the respective central department/campus/college. It undergoes preliminary verification of documents (e.g., completeness of application package, authenticity of documents, eligibility requirements) followed by academic evaluation by the Department/Campus, entrance examination or interview (if applicable), and approval by Institute/Faculty. Incomplete applications will be returned to applicants for correction. Each Dean office is authorized to set appropriate criteria for application processing and evaluation as per spirit of this guideline.

If the application is approved, respective central department/campus issues admission offer letter.

6. Enrollment, Registration, and Visa

After receiving the admission offer, the student must pay tuition fees, submit original documents for verification, and complete university registration procedure.

The student will then receive student ID and enrollment confirmation letter.

International students must obtain a student visa from the Department of Immigration of Nepal. The university shall provide: i) Admission letter; ii) Enrollment verification; iii) Necessary supporting documents for visa application. Students must comply with all immigration regulations to obtain student visa.

In addition, international students are encouraged to obtain health insurance coverage during their stay in Nepal.

Responsibility for various activities are as provided hereunder;

- Admission recommendation: Department/Program Committee or other designated units
- Enrollment and registration: Campus Administration
- Academic evaluation: Faculty/Institute
- Student record management: Office of the Registrar
- Overall coordination: Centre for International Relations (CIR)

7. Tuition and Fees

International students shall pay tuition and fees as determined by TU. Fees may vary depending on program level, faculty or institute, and category of admission. The fee structure

shall be as defined by respective institute/faculty's Dean office. Scholarship students may receive fee waivers or financial assistance as per rules/regulations of TU.

8. Academic Regulations

International students are generally subject to the same academic regulations as domestic students, including course registration, attendance requirements, examination regulations grading system, and degree requirements. However, to ensure they can return to home country as per the academic calendar of TU, evaluation of their final exams can be performed through fast track.

9. Student Support Service

The university shall provide support services such as academic advising, orientation programs, language support, cultural integration activities, accommodation guidance, and visa facilitation services to the international students. In addition, the university may provide information about local healthcare facilities, emergency services and student welfare support.

Those services shall be coordinated through each dean office. CIR shall coordinate and support as required.

10. Compliance, Discipline, Monitoring and Reporting

International students must comply with: i) Academic rules of TU; ii) Laws and regulations of Nepal; iii) Code of conduct of the university. Violation of regulations may result in disciplinary action.

Central Departments/Campuses/Colleges admitting international students should maintain records of international students; report enrollment statistics to the university administration; and provide academic progress updates when required.

11. Quality Assurance

To ensure quality admission processes, the university should maintain transparent procedures; periodic review admission criteria; monitor international student satisfaction; and evaluate program demand and performance

Annex 4: Guidelines for Implementing Credit Transfer System at Tribhuvan University

1. Background

Credit transfer is an academic mechanism that allows students to transfer academic credits earned from one program, department, campus, or university to another. Implementing a formal credit transfer system in Tribhuvan University will:

- Promote student mobility between constituent and affiliated campuses
- Facilitate interdisciplinary learning
- Recognize prior learning and academic achievements
- Support national and international academic collaboration
- Align TU programs with global higher education standards

In this context, this guideline is prepared as per the "TU Vision 2030: Strategic Priorities and Action Steps (2024-2028)" and the TU's approved policy and program of Fiscal Year 2082-083 BS (**Section 2.2, c**). This guideline aligns well with international practices of the credit accumulation and transfer system (CATS) used in many universities and can promote student mobility, academic flexibility, enhance international collaboration, reduce course duplication, recognition of prior learning, and improve academic efficiency within TU.

This guideline applies to undergraduate, graduate, and post-graduate/doctoral programs offered at constituent as well as affiliated campuses/colleges under all institutes/faculties at TU. Further, it also applies across universities within and outside Nepal.

2. Objectives

The objectives of this guideline are to:

- establish a transparent and standardized credit transfer mechanism.
- enable mobility of students.
- recognize equivalent coursework completed elsewhere.
- avoid duplication of courses and learning outcomes.
- enhance academic flexibility and efficiency.

3. Definitions

Definitions of key terms used in this guideline are provided hereunder;

- *Credit Hour*: A credit hour represents the academic workload required to achieve learning outcomes, typically equivalent to 1 hour lecture/week for a semester, or a minimum of 2 hours of practical/lab work per week.
- *Credit Transfer*: Recognition of academic credits earned at another institution or program toward completion of a degree within or outside Nepal.
- *Internal Credit Transfer*: Transfer of credits between faculties, departments and campuses within TU (e.g., a student pursuing Master's in Water Resources Engineering program at Pulchowk Campus, Institute of Engineering transferring credit of a course earned from the Central Department of Hydrology and Meteorology (CDHM), Institute of Science and Technology).
- *External Credit Transfer*: Transfer of credits from other universities in Nepal or other countries to TU.
- *Program Transfer*: Transfer of credits when a student changes academic program within TU.
- *Mobility/Exchange Transfer*: Credits obtained through student exchange programs or joint/dual programs or unified programs or other similar types of programs.
- *Credit Accumulation*: System allowing students to accumulate credits over time toward a qualification.
- *Home Institution*: The university or campus/college where the student is enrolled for the degree.
- *Host Institution*: The university or campus/college where the student completes courses temporarily.

4. Eligibility Criteria, Credit Equivalency Principles, and Limits

A student may apply for credit transfer if:

- The course was completed from a recognized/accredited university/institution.
- The student achieved the minimum passing grade/marks as defined by TU.
- The course content has at least 2/3rd similarity in overall contents and/or in the spirit of learning outcomes.
- Credits were obtained within last five (5) years, in case of Bachelor, Master and MPhill students and seven (7) years in case of PhD students.
- Official transcript and course syllabus are provided.

Credits are considered equivalent based on following criteria;

- Recognition of university: Either TU has partnership or any form of agreement/ understanding with the "host institution" or it's recognized by relevant government authority (e.g., University Grants Commission) of the country.
- Course contents equivalency: 2/3rd similarity in course contents

- Learning outcomes: 2/3rd similarity in the spirit of the learning outcomes
- Contact hours: 1 TU credit = ~ 15 contact hours
- Assessment methods: Assessment methos are recognized by TU and s/he has achieved minimum passing grade/marks as defined by TU.

Credit transfer shall have two options:

- Transfer without grade conversion: In this case, transcript shows – "Credit Transferred – Grade not accounted in GPA"
- Grade conversion: In this case, transcript shows – "Equivalent grade conversion based on TU grading scale"

The maximum transferable credit is limited to half (50%) of total credits in all (Bachelor, Master, MPhil and Doctoral) levels.

If there are any confusions or ambiguity or unclarity while implementing this guideline, relevant Dean office can take appropriate decisions to sort out those ambiguities.

5. Application and Approval Procedure

A student can submit application for credit transfer following the procedure outlined hereunder;

1. A student submits application to relevant Dean Office with following documents – i) Application form (to be developed by relevant Dean Office); ii) Official transcript; iii) Course syllabus, along with credit description information.
2. Relevant "subject committee" under the Dean's office evaluates the application in consideration of eligibility, credit equivalency principles, and limits; and then recommends to Faculty Board.
3. Faculty Board reviews and recommends for approval to Academic Council.
4. Academic Council finally approves the credit transfer.
5. Credit recording – approved credits are recorded in – i) student's transcript, ii) academic record system.

Annex 5: Guidelines for Designing and Implementing Short/Certification Courses for International Students at Tribhuvan University

1. Background and Objectives

Short-term academic programs (or short courses) are increasingly used by universities worldwide to promote internationalization, knowledge exchange, cultural engagement, and institutional visibility. It may include summer school, winter school, specially designed course for international students, training programs or others.

Such courses can be designed and offered by any units under TU with the aim of attracting enrollment of international students. Such courses can be with or with-out credit. The mode of delivery can be either physical, online or hybrid.

Offering such programs will aim to attract international students and researchers, showcase Nepal's expertise in specific areas, promote international academic collaboration and mobility, strengthen global visibility of TU, and generate additional revenue for TU.

This guideline shall be applicable to any faculties/institutes, departments, centers, and affiliated and constituent colleges/campuses.

2. Types of Short-Courses

TU may offer the following categories of short courses. These courses may collaborate with other partners (e.g., local non-governmental organizations, private sectors, etc.) to provide students with a mix of academic theory and practical, grassroots-level application.

- *Academic short courses*: Such courses shall focus on specialized academic topics such as sustainable infrastructure, biodiversity conservation, Himalayan hydrology, disaster risk management in the Himalayas, transboundary river systems in Himalayas, community forestry, etc.
- *Field-based learning programs*: Such courses may integrate class room (limited) and field (mostly) learnings. Examples may include Glacial Lake research, Science-to-Polic Dialogues, Community-Based Climate Adaptation and Monitoring, cultural heritage studies, Himalayan ecosystem studies, permafrost monitoring and management, etc.
- *Science-to-Policy Dialogues*: Such courses aim to train international scholars in regional diplomacy.
- *Professional development courses*: Such courses are aimed at professionals and practitioners. Examples of such courses may include GIS and remote sensing;

environmental impact assessment in development projects; Sustainable hydropower development; Biodiversity conservation and management; etc.

- *Courses aimed at introducing Nepal's cultural, social and natural diversity*: Such courses are aimed at international students and/or short-term visiting scholars or exchange students/scholars to introduce Nepal's great diversity and ignite interest to learn more about Nepal. Examples of such courses could be Nepali language and culture; Buddhist and Hindu philosophy; Himalayan anthropology; Navigating Nepal's diversity, tourism and development; Indigenous technology; Nepal's hospitality, cuisine; etc. Such type of courses is expected to have cultural immersion component, as far as possible.

3. Duration of Short-Courses

The duration of short course varies with types of course. A tentative guideline, which may vary case-by-case, will be;

- Short training program: 1-2 weeks
- Intensive (or modular) course: 2-4 weeks
- Certificate course: 1-3 months
- Summer/Winter school: 2-6 weeks

4. Credits and Certification

Short-courses could be either non-credit or credit-bearing courses.

In case of non-credit courses, participants shall receive "certificate of participation".

In case of credit-bearing course, credits may be awarded following TU's credit guidelines and certificate may include course title, duration, number of credits, instructor details, and TU authorization.

5. Course Approval and Implementation Procedure

Any short-course design, approval and implementation shall follow the following procedure;

1. *Submission of a proposal/application*: Any unit of TU can prepare a proposal and submit to respective authority for approval. Departments/Campuses shall submit to Dean office for approval. Any other centers under central office of TU shall submit to Rector (through respective authorities) for approval. The application or proposal is expected to contain information on course title, hosting unit, duration, mode of

delivery, target participants, learning objectives, curriculum structure, delivery methods, course fee, and expected number of participants, among others.

2. *Course approval*: Respective Dean shall approve the course to be offered by units under them. In case the courses are offered by other centers/units under central office of TU, it shall be approved by Vice Chancellor as head of the Executive Committee. The approval shall include course contents, fee structure, remuneration, and other aspects as required to implement the course.
3. *Releasing call for enrollment*: After the course if approved, it can be offered any time by respective unit. Call for enrollment can be prepared and disseminated widely through any means to ensure it's reached to a wide number of prospective applicants.
4. *Evaluation and confirmation of enrollment*: The unit under TU that is offering the course shall be responsible for evaluation of application and sending out confirmation of enrollment. In case of credit courses, other procedure as defined by TU shall be followed.
5. *Facilitating for visa*: After acceptance for the enrollment, the unit that is offering the course writes formally to CIR requesting to facilitate for visa. CIR will then facilitate this process in close coordination with the candidate/student. Establish a 'Fast-Track Research Visa' protocol with the Ministry of Home Affairs specifically for scholars engaged in short-term (2–4 weeks) field campaigns, reducing the administrative burden on visiting researchers.
6. *Course implementation*: The designated unit shall implement the course in close coordination with relevant units of the universities, as appropriate.
7. *Faculty and resource persons*: The unit under TU that is offering the course shall made decisions on mobilizing either internal (within TU) or external resource persons to deliver the course. Remuneration for resource persons shall be as per Rules/ Regulations of TU. In case such courses are offered as a part of a project, remuneration shall be as defined/decided by the project.

6. Course Completion Report

After completion of each offering of the course, relevant unit shall prepare a short report highlighting background of the course, duration, list of students (along with nationalities) enrolled, faculties/resource persons involved, glimpse of course implementation process, sample of certificate, and any other relevant information to respective Dean office as well as CIR for record.

Annex 6: Guidelines for Implementing Dual and Joint Degree Programs at Tribhuvan University

1. Background

Joint and/or dual degree programs are collaborative academic programs developed and delivered by Tribhuvan University (TU) and one or more partner universities in Nepal or abroad. These programs aim to enhance academic quality, promote international collaboration, and provide students with exposure to diverse academic environments.

TU's approved policy and program of Fiscal Year 2081-082 BS (**Section 3.10.4**) have opened-the door for implementing Dual and/or Joint degree programs. This guideline provides a framework for design, approval, implementation, and quality assurance of joint and/or dual degree programs at TU.

This guideline applies to undergraduate, graduate, and post-graduate/doctoral programs as well as professional degree programs offered at constituent as well as affiliated campuses/colleges under all institutes/faculties at TU.

2. Objectives

The objectives of joint and/or dual degree programs are to:

- Promote international academic collaboration.
- Enhance quality of education and research.
- Facilitate student and faculty mobility.
- Strengthen global recognition of TU programs.
- Provide students with multidisciplinary and intercultural learning experiences.

3. Definitions

Definitions of key terms used in this guideline are provided hereunder;

- *Joint Degree Program*: It is a single academic program jointly designed and delivered by two or more universities where a single degree certificate is awarded jointly by all partner institutions. It may include key features such as joint curriculum development; shared teaching responsibilities; integrated academic structure; joint supervision of research (if applicable); and a single jointly issued degree certificate; among others.
- *Dual Degree Program*: It is a collaborative program in which students complete academic requirements at two partner institutions and receive two separate degree

certificates, one from each institution. It may include key features such as student study at both institutions; credits earned at partner institutions are mutually recognized; and students receive two separate degrees; among others.

- *Partner Institution*: A recognized university or higher education institution that collaborates with TU to deliver a joint or dual degree program.

4. Eligibility of Partner Institutions

The partner institution must:

- Be recognized/accredited in its home country.
- Have comparable academic standards.
- Possess adequate faculty and infrastructure.
- Demonstrate willingness/experience in international collaboration.
- Sign overarching Cotutelle Agreement with Tribhuvan University

5. Academic Requirements

The academic requirements for the joint or dual degree program should clearly spell out at least the following aspects. Any missing aspects can be decided by the respective Dean's office under which the joint or dual degree programs will be offered.

5.1 Curriculum design

The curriculum must be jointly developed by partner institutions by complying with the academic standards of TU. It should clearly specify course structure, credit distribution, learning outcomes, and assessment methods.

5.2 Credit structure

The program should define total credit requirements, credit transfer arrangements, and minimum credits to be completed at TU. It's recommended to consider 120-150 total credits in Bachelor and 40-60 credits in Master levels. Minimum credits to be taken at TU is recommended as half (i.e., 50%) of total credits for Bachelor and 1/3rd of total credits for Master levels. In case of doctoral levels, it should be as per regulations and/or agreement. Depending upon understanding between the partner institutions, the extent of courses to be taken at TU may vary.

5.3 Language of instruction

The academic program may be delivered in English or Nepal depending on the agreement. If international students are involved, it's recommended to deliver in English language.

5.4 Admission requirements

The admission requirement should be clearly spelled out and jointly agreed upon by the partner institutions. It should include academic qualification of prospective students, language proficiency, entrance examination (if applicable), and selection process, among others.

5.5 Student mobility

The programs should specify the duration of study at each institution, exchange or mobility requirements, credit transfer mechanism and any other aspects as applicable. Some examples of mobility models could be: 1+1 model for Master's degree, 2+2 model for Bachelor's degree, and sandwich model for PhD degree; however any other suitable model can be developed and decided through mutual consent of partner university.

5.6 Faculty participation

The program spell-out the ways faculty participate in those programs. Potential responsibilities of the faculty members may include joint teaching and curriculum delivery; co-supervision of research; joint evaluation of student performance; participation in academic coordination committees; etc. Qualifications of faculty members eligible to participate in such programs should also be clearly mentioned.

6. Degree Award

Upon fulfilment of all academic requirements as defined by the program and agreed by participating partner institutions, a degree is awarded. The degree certificate must be agreed by the partner institution. It could be two types;

- Joint degree: A single degree certificate issued jointly by TU and partner institution(s).
- Dual degree: Two separate certificates issued independently by each institution.

7. Coordination and Governance

Each joint or dual degree program must establish a **Joint Academic Committee (JAC)** responsible for program oversight, coordinating curriculum updates, academic quality assurance, addressing student issues, and ensuring coordination among the partner institutions. The JAC should include representatives from all partner institutes and appropriate structure shall be defined while signing the agreement to start the program.

Quality assurance measures may include periodic program review, student feedback mechanism, external evaluation, monitoring of learning outcomes, and accreditation compliance, among others.

The program should undergo periodic evaluation every 5 years to assess academic quality, student performance, financial sustainability, and institutional benefits. The JAC shall be responsible for periodic evaluation, however, it may invite other experts as required.

8. Financial Arrangements

Such dual or joint degree program is expected not to put financial pressure to TU. Financial aspects must be clearly defined in the agreement. It may include but not limited to tuition fees, revenue sharing, scholarships, mobility support, and administrative costs. The agreement on financial arrangements must comply with financial policies of TU.

9. Application and Approval Procedure for Implementing the Program

The process for application and approval of joint and/or dual degree program shall be as outlined hereunder;

1. Signing a formal memorandum of understanding (MoU) or Memorandum of Agreement (MoA) between partner institutions. The agreement shall specify clauses such as program structure, roles and responsibilities, financial arrangements, intellectual property rights, duration and termination.
2. Developing and submitting a proposal from relevant Department/Campus/Center to relevant Dean's office of Institute/Faculty for approval.
3. Review of the proposal by relevant Subject Committee and recommendations to Faculty Board.
4. Approval of the proposal by relevant Faculty Board.
5. Approval by Academic Council.
6. Approval by Executive Council of TU.

Annex 7: Guidelines for Appointment of Adjunct Professors, Visiting Professors, and Emeritus Professors at Tribhuvan University

1. Background

Tribhuvan University (TU) may appoint Adjunct Professors, Visiting Professors, and Emeritus Professors to strengthen academic excellence, promote collaboration with national and international experts, and recognize distinguished contributions to academia.

These positions are honorary or contractual academic appointments that support teaching, research, and academic development.

This guideline provides categories of appointments, their roles and responsibilities, nomination and selection process and other aspects related to the appointments. This guideline applies to all faculties, institutes, schools, constituent campuses and recognized research centers of the university.

2. Objectives

The objectives of these appointments are to:

- Enhance teaching and research capacity.
- Promote national and international academic collaboration.
- Bring industry and professional expertise into academic programs.
- Recognize distinguished retired faculty members for their contributions.
- Strengthen graduate education and research supervision.

3. Categories of Appointments

3.1 Adjunct Professor

An **Adjunct Professor** is a distinguished scholar, researcher, or professional who contributes to teaching, research, or academic development on a part-time or honorary basis. The candidate should fulfil the following eligibility criteria to be considered for this position;

- Graduated with a doctoral or equivalent degree in a relevant field.
- Have significant research, professional, or academic experience for more than 10 years after a doctorate or equivalent degree.
- Be affiliated with another university, research institution, or professional organization or independent professional/researcher

In case of distinguished professionals who can contribute in academics, but do not fulfil above-mentioned criteria fully, may be considered as “Adjunct Faculty”.

Key responsibilities of Adjunct Professor/Faculty may include: i) deliver lectures or specialized courses; ii) co-supervise (under) graduate students; iii) participate in research projects; iv) provide academic mentorship; v) contribute to curriculum development.

Duration of the appointment may vary from 1-3 years, with a possibility of renewal based on satisfactory performance.

This position is normally an honorary position, but may receive lecture honorarium, travel support, and research collaboration support, as appropriate.

3.2 Visiting Professor

A **Visiting Professor** is a distinguished academic – with a strong academic reputation – from another university or institution who temporarily joins Tribhuvan University to engage in teaching, research, and scholarly activities. The title/rank will be commensurate with his/her title/rank in the home institution. For example, if the candidate has a rank/title of Professor, Associate Professor, and Assistant Professor, her/his title at TU will be “Visiting Professor”, “Visiting Associate Professor” and “Visiting Assistant Professor”, respectively. If the candidate is from a research institution or an independent researcher/professional, her/his title at TU shall be “Visiting Faculty”.

Key responsibilities of Visiting Professor/Faculty may include: i) teach (under) graduate or specialized courses; ii) conduct seminars and workshops; iii) participate in collaborative research; iv) supervise postgraduate students; iv) support international academic collaboration.

Duration of the appointment is typically for one (1) year, with a possibility for extension upon satisfactory performance.

Depending on funding arrangements, Visiting Professors/Faculties may receive salary or stipend, accommodation support, travel expenses, and research support.

3.3 Emeritus Professor

An **Emeritus Professor** is an honorary title awarded to a retired professor of TU in recognition of distinguished academic service and contribution. Eligibility of a candidate for Emeritus Professor is;

- Have served as a Professor at TU.
- Have made significant contributions to teaching, research, and academic leadership.
- Have an outstanding record of publications, research, or academic achievements.

Emeritus Professors retain academic association with TU and may continue scholarly activities.

Key responsibilities of Emeritus Professors may include: i) mentor faculty and students; ii) participate in research activities; iii) deliver guest lectures; and iv) provide academic advisory services. They shall not hold any administrative positions.

Emeritus Professor status is generally lifetime, unless withdrawn under exceptional circumstances such as non-compliance to academic integrity and professional ethics.

This position is an honorary position, but may receive lecture honorarium, and research collaboration support, as appropriate.

4. Nomination and Selection Process

4.1 Nomination

Candidates may be nominated by any unit such as the Department or Campus Chief or Research Center or Institute/Faculty. The nomination must include – i) curriculum vitae; ii) statement of research/academic/leadership accomplishments; iii) statement of expected academic contribution; iv) recommendation from nominating unit.

4.2 Evaluation and approval

The nominations are reviewed at different levels depending upon the type of appointment;

- Adjunct Faculty and Visiting Faculty: The nominations shall be reviewed by subject committee and the faculty board and final appointment shall be approved and issued by Dean office.
- Adjunct Professor, Visiting Professor (Full, Associate, Assistant), and Emeritus Professor: The nominations shall be reviewed by relevant subject committee, faculty board, and academic council respectively in sequence. Final appointment shall be approved by the Executive Council of TU.

5. Facilities and Privileges

Depending on availability and nature of appointment, appointees may receive following facilities and privileges: i) library access; ii) office space; iii) email and institutional affiliation; iv) participation in academic events; v) research collaboration opportunities.

6. Renewal, Termination, and Withdrawal

Renewal of appointments depends on performance and institutional needs. Appointments may be terminated if the appointee: i) fails to fulfil responsibilities; ii) violates institutional rules and/or policies; iii) fails to comply with academic integrity and professional ethics; and iv) agrees mutually to disconnect the appointment.

7. Monitoring and Reporting

Departments hosting the appointee should monitor academic contributions and submit annual reports on activities and outcomes to higher authorities to be considered for continuation and/or renewal.