

TRIBHUVAN UNIVERSITY
PRITHVI NARAYAN CAMPUS
POKHARA, NEPAL

STRATEGIC PLAN 2023/24-2027/28

(Approved from Prithvi Narayan Campus Executive Committee on 6th July 2023)

VISION

Making the campus a university that creates and offers high-quality, affordable and all-inclusive learning opportunities responding to the needs of the citizens of our region as well as the nation.

MISSION

Preparing scholars and professionals who contribute to the advancement of nation's higher education and human development, preparing students to meet the challenges of the 21st century.

GOALS AND OBJECTIVES

To achieve academic excellence through the accessible, equitable, market driven and research-oriented academic programs.

The objectives of the five-year strategic plan (2023/24-27/28) are:

- To achieve a letter of re-accreditation from the University Grants Commission in order to maintain the quality higher education in the campus for the next five years.
- To design and implement market driven courses that help to enhance academic excellence of the campus on its way to autonomy as a university.
- To create a research friendly environment for producing efficient human resource and academically competent scholars for advanced studies.
- To create accessible and inclusive academic environment in which students of all social, cultural, economic and geographical backgrounds get equitable opportunities to prosper.
- To generate sustainable revenue opting for saleable courses and handling research projects.
- To promote the participation of stakeholders (students' representatives, political parties, business communities, social workers, guardians, local communities and local government authorities) that help to strengthen the capacity of the campus.

BACKGROUND

Prithvi Narayan Campus is a QAA certified constituent campus of Tribhuvan University. Founded on 1 September 1960 (17 Bhadra 2017 BS) in Gandaki Province. It is one of the oldest and largest campuses of Tribhuvan University having a history of more than half a century. It was initially run by the local community and was named “Prithvi Narayan Inter College”, which started with 13 students and 2 teachers for intermediate education. We, as Prithvi Narayan Campus, now offer Master's degree in 22 different subjects under four faculties and one institute: Faculty of Humanities & Social Sciences, Faculty of Management and Faculty of Law, Faculty of Education, and Institute of Science & Technology. We have 31 departments that run 32 programs and offer about 500 courses pertaining to Bachelor and Master Levels. There are 501 faculty and 100 non-teaching staff who are involved in providing higher education to more than eleven thousand students enrolled in various academic programs. The campus has been the major center for higher education in the Western Nepal in general and Gandaki Province in particular. It covers a space that is spread over 36 hectares (over 721 *ropanis*) along on and above the bank of the Seti River. The Campus was awarded with the QAA certificate by UGC, Nepal on 22 Poush 2075 B. S. (6 January 2019 A.D.).

Proposed strategic plan of the campus is the successor to the one that we formulated seven years ago. Though, the proposed plan had to be prepared three years ago, we could not accomplish the task as we were severely affected by the global pandemic of COVID-19. We had been running as per the action plan formulated in the previous strategic plan (2016-2020) till 2019. We successfully accomplished all of the major tasks as mentioned in the action plan of the former strategic plan, as a result we received QAA certificate as planned in 2019. However, after accreditation, the campus could not run smoothly for a long period of time due to the COVID-19 pandemic. Owing to this reason, we could not accomplish the targets set for the final year of the strategic plan of the campus 2016-2020. After a long striving, we were successful to launch online classes first using G-Suite and then using MS Teams. It took more than two years for the campus to run smoothly overcoming the havoc of the coronavirus. Besides, we had envisioned some major structural changes that were liable to support us during our navigation to becoming a university; however, we were not able to achieve a breakthrough off some national policy related hurdles. Despite this, we are crystal clear in our vision, fully committed in our mission and action to transform the campus into a university.

SOCL ANALYSIS

Strengths of the institution

- Accessible location.
- Gradually expanding academic programs according to the time and market demand at affordable fees.
- Well-developed existing physical infrastructure for teaching and learning.
- Clean, quiet academic environment with adequate playgrounds, gardens, clean & safe drinking water and open space.

- Well-equipped library, modern science laboratory, multimedia and computer lab facilities.
- Online learning platform available for both graduate and undergraduate level.
- Availability of residential facilities for teachers, staff and students in campus premises.
- Strong funding and institutional provisions for research and innovation.
- Strong internal financial resources.
- Facility of multiple well-equipped conference/seminar halls.
- Availability of free internet facility as well as e-resources subscribed by the campus.
- Operating as a university in itself.
- Active involvement of faculty members in research and consultancy at local, provincial and national levels.
- Fully functional audio library running in the campus.

Opportunities of the institution

- Possession of enough land for physical infrastructure development and academic expansion.
- Having the potential to generate a lot of revenue from the internal sources of the campus.
- Since Prithvi Narayan Campus has been assuming academic leadership of the Western Nepal for decades now, it can be developed even as a training center.
- Highly skilled, experienced and diverse faculty and staffs with the potential to conduct research in various fields and work as policy and other consultants.
- Possibility of providing the skilled manpower needed to formulate and implement plans in coordination with the local, provincial and national level.
- Prospect of vertical expansion of different academic programs in coordination with the concerned authorities.
- Presence of high potential for transforming the campus as a Center of Excellence.

Challenges of the institution

- Very high dropout rate.
- Centralized administrative system of TU.
- Problems in managing full-time subject teachers in all programs.
- Inadequate and inappropriate buildings and classrooms.
- Periodic maintenance of the existing built environment.
- Operating program running from internal resources as a regular program of TU.
- Insufficient rewards and supports for students, faculty and staff based on their competency.
- Providing sufficient research grants for faculty members and students.
- Running remedial classes and institutionalizing feedback mechanism for students based on the result analysis of the internal examinations.
- Lack of sufficient infrastructure for internal and final examinations.
- Frequent interruption of administrative and teaching learning environment due to vested interest groups.
- Lack of autonomy to design or revise a course being offered.

Learning of the institution

- Running a HEI as big as the stature of a university requires synergy of all its stakeholders.

- Academic autonomy is required in order to run academic programs and related activities effectively.
- The campus possesses all of the prerequisites for developing into a university.

THEMES AND COMMITMENTS

A. Education

Commitment 1: Attract and admit students from diverse social, cultural, economic and geographical backgrounds.

Commitment 2: Make campus a higher education destination for students with outstanding academic potential.

Commitment 3: Provide an excellent academic experience to all our students and equip them in such a way that they excel in whatever they prefer to do.

Commitment 4: Retain but re-enliven and re-furbish the rich academic environment of the campus while making it a safe and responsive institution for students from all possible backgrounds.

Education Priorities

1. Maintain average annual pass rate above 75 percent by 2027.
2. Institutionalize the feedback system for students based on the result of internal assessments from the Fiscal Year 2080/81 B.S.
3. Undertake a survey to find out the causes of dropouts annually from 2023.
4. Set ambitious target to reduce student dropout by 10 percent each year from 2024.
5. Aim to add at least three more market oriented/technical programs at the Bachelor Level by 2027.
6. Improve at least 10 classrooms each by installing better furniture and other basic classroom amenities for the students.
7. Increase the access to e-resources to the students enrolled in all programs and institutionalize students' feedback tracking system to enhance the capacity of the Western Regional Library.
8. Increase students' involvement in invention (!) through innovation and incubation center.
9. Establish at least five new functional laboratories to enhance practical learning by 2025.
10. Strengthen the ECA section of the campus by adding more opportunities of sports and recreations.

B. Research

Commitment 1: Ensure an amenable research environment for the faculties as well as students.

Commitment 2: Enable, foster and nurture researches of exceptional quality initiated by the faculties.

Commitment 3: Upgrade the quality of research articles and research journals published by the campus.

Commitment 4: Upgrade the Center for Research and Innovation into a competent research consultancy firm of the country by 2025.

Commitment 5: Initiate for, facilitate, ensure and maintain gender equity in research posts, initiatives and activities.

Research Priorities

1. Increase the opportunities and support for early-career researchers.
2. Double the research budget by 2026.
3. Invest substantially in developing research environment including specialized research labs for physical sciences.
4. Provide annual research support to 10 percent of the full-time faculties by 2025.
5. Engage with government and private agencies to increase the research opportunities for faculties and students.
6. Increase the star rating of each of its journals through continuous work on its quality enhancement.

C. People

Commitment 1: Strengthen the capacity of the faculties and staffs and support them in personal and professional development so that they can offer services as per the need of the time.

Commitment 2: Attract and utilize the human resources of the highest caliber.

Commitment 3: Work for ensuring a diverse and inclusive staffing profile.

People Priorities

1. Make the campus an attractive working place for faculties and staffs by increasing the support measures, facilities and opportunities of career development in partnership with various government agencies and private sector.
2. Set up a mechanism for reviewing and improving current arrangements to support the personal and professional development of all staff and faculties by 2024.
3. Establish such a culture and environment in campus that increases solidarity amongst faculties and staffs by which the responsibility of their wellbeing is shared by all.
4. Develop an equitable and transparent system of allocating homes for staffs and faculties of the campus.
5. Adopt a supportive, just and inclusive system to increase diversity of the staffing profile.
6. Conduct at least one capacity development training for the faculty members as well as staffs annually

D. Resources

Commitment 1: Manage our financial resources to ensure campus' long-term sustainability.

Commitment 2: Work for minimizing our environmental impact, safeguarding our built environment and improving our space utilization.

Commitment 3: Continue to invest in enriching our information technology capability in order to better the quality of education, research and administrative services we offer.

Commitment 4: Work for finding more funding sources so that we can support our best students, staffs and faculties and enrich our infrastructure and resources.

Resource Priorities

1. Diversify sources of income and investment through partnership with various funding agencies.
2. Maintain financial discipline.
3. Work rigorously to provide efficient institutional support to the faculties for receiving research grants from various national/international funding agencies thereby increasing sources of institutional revenue.
4. Reduce the service and administrative costs through administrative reforms.
5. Increase investment in e-governance and information technology in order to reduce the administrative and service costs.
6. Bring environment safeguard manual into implementation by the end of 2023.

E. Partnerships and Collaborations

Commitment 1: Find and work together with various partners to create a result-oriented innovation ecosystem and develop campus as a vibrant intellectual, academic and entrepreneurial incubation center.

Commitment 2: Maximize the research and scholarship opportunities through international collaborations.

Commitment 3: Engage with the public, planners and policy makers to broaden the use of our expertise as well as our research findings.

Commitment 4: Develop a stronger and more constructive relationship with community and different government entities.

Partnership and Collaboration Priorities

1. Expand the collaboration network of the campus by increasing partnership programs with various universities, government and non-governmental agencies for researches and other activities.
2. Increase partnership with private enterprises to establishment of an innovation and incubation center in the campus.
3. Establish new partnership with private enterprises and government offices to provide internship opportunities for the graduates.

4. Continue to better the width and depth of public engagements through various extension services.

5. Work to double the functional international collaborations for increasing research and other opportunities by 2027.

6. Approach, inform, empower and mobilize alumni to increase their involvement in various activities of the campus.

FIVE-YEAR STRATEGIC PLAN 2023/24-2027/28	
YEAR	ACTION PLAN
2023/24	<ul style="list-style-type: none"> • Work on QAA re-accreditation process starting with submission of LOI in the month of July. • Start working on SSR to be submitted to the UGC after the acceptance of LOI. • Launch BSW program as new market driven course at the campus. • Work on establishing basic education lab and new computer lab for BCA. • Complete the construction of academic building of the education block. • Complete renovation of the old science building. • Start weeding outdated reading materials in the western regional library. • Start working on establishing digital library in the campus. • Setting up mechanism for the management of biodegradable wastes. • Set up an open gym inside the campus premises.
2024/25	<ul style="list-style-type: none"> • Continue working on the SSR and submit it to the UGC, Nepal. • Work on fulfilling prerequisites for the visit of Peer Review Team of UGC. • Work with the PRT assigned by the UGC for its final recommendation to be made for QAA re-accreditation. • Establish a herbarium museum in the campus. • Launch LLM program under the Faculty of Law and MBA program under the Faculty of Management. • Start working on the process of establishing an incubation center in the campus. • Start the construction of overhead water tank along with pipeline system. • Renovate auditorium hall (<i>Chhatra Bishram Griha</i>) with sound proofing material. • Start upgrading of the Center for Research and Innovation into a competent research consultancy firm • Continue phasing out outdated reading materials in the western regional library. • Establish digital library in the campus. • Conduct viability study of departmental library in various departments of the campus.
2025/26	<ul style="list-style-type: none"> • Attain QAA re-accreditation certificate from UGC, Nepal. • Continue working for higher education reform as per the various DLI and benchmarks of NEHEP under UGC, Nepal. • Set up an incubation center and start its operation. • Conduct assessment of new courses to be offered in the campus. • Complete the construction of overhead water tank along with pipeline system. • Start working on the process of establishing specialized research lab in the Institute of Science & Technology. • Complete upgrading of the Center for Research and Innovation into a competent research consultancy firm • Add steel truss rooms in the topmost floor of the IT building. • Start working on installing solar power plant in the campus. • Complete phasing out outdated reading materials in the western regional library. • Conduct a national level interaction program to discuss on the campus on the way forward for making the campus a university.

2026/27	<ul style="list-style-type: none"> • Continue working for higher education reform as per the various benchmarks of QAA. • Launch a new technical/market-driven course at the Bachelor Level. • Add a new boring plant with water purification plant. • Continue working for setting up specialized research lab in the Institute of Science & Technology. • Complete installing solar power plant in the campus. • Start working on construction of new law building and humanities building. • Start working on developing an action plan for transforming the campus into a university. • Start construction of green space IT park in the premises
2027/28	<ul style="list-style-type: none"> • Continue working for higher education reform as per the various benchmarks of QAA. • Bring the specialized research lab in the Institute of Science & Technology into full-fledged operation. • Start working for next strategic plan of the campus. • Complete construction of green space IT Park in the premises. • Continue the construction of new law building and humanities building. • Continue working on policy development for transforming the campus into a university.