

INSTITUTION DEVELOPMENT VISION AND ACTION PLAN
of
INSTITUTE OF AGRICULTURE AND ANIMAL SCIENCE (IAAS)
TRIBHUVAN UNIVERSITY (TU)

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INSTITUTION DEVELOPMENT VISION AND ACTION PLAN

1 BACKGROUND INFORMATION

1.1 Brief Introduction of IAAS

The Institute of Agriculture and Animal Science (IAAS) is Nepal's first higher education institution (HEI) in the field of agriculture. Currently, IAAS is one of the autonomous academic institute/faculty under Tribhuvan University (TU), offering programs in agriculture, animal sciences, and veterinary sciences. Originally established as the "School of Agriculture" under the Ministry of Agriculture in 1957 to train junior technicians, it was upgraded in 1968 to the "College of Agriculture," offering a two-year IScAg program. In 1972, the college further expanded, introducing a bachelor's degree program in agriculture as a constituent institute of TU, and relocated to Rampur, Chitwan. Over the years, IAAS has grown and diversified its academic offerings, expanding into various fields of agriculture and veterinary sciences. It has been actively addressing challenges in agricultural education since its inception, continually evolving its programs to meet the country's agricultural priorities.

The period from 2011 to 2020 posed significant challenges for IAAS, primarily due to the upgrading of central campus, Rampur into the Agriculture and Forestry University (AFU). During this time, IAAS faced difficulties in admitting students, and the Dean's Office was relocated to rented rooms in Kathmandu in 2012. Despite agreements on land acquisition and financial support between the two universities, implementation remains pending. Although the court has ruled on the matter, the decision is yet to be enforced. Since 2014/15, however, most IAAS programs have been running smoothly and the Dean's Office is now settled in Kathmandu. Currently, postgraduate programs (MSc and PhD) operate from IAAS's own building at TU, Kirtipur. The Dean's office has been overseeing postgraduate programs since 1998, while undergraduate degrees (BScAg, BVScAH, and BScHort.) are offered in four constituent campuses and five affiliated colleges. As most policies and practices were formulated considering the Dean's office and the central campus in the same premises.

Now, the situation has changed, dean's office is isolated in Kathmandu from its constituent campuses. So, changes in roles, responsibilities of different boards, committee and the organogram are now necessary to address new circumstances. As a dean, I would like to acknowledge all the founders, leaders, deans, chiefs, professors, employers and well-wishers who have done their respective contribution to develop the name and fame of IAAS.

1.2 Status of Higher Education in Agriculture and Role of IAAS

IAAS was the pioneer and sole HEI in agriculture in Nepal until 2000. The total student quota for the BScAg, BVSc&AH, and master's programs stood at 100, 30, and approximately 30–40 students per year, respectively, until the year 2000. Since then, various institutions, affiliated campuses and programs, have started offering higher education in agricultural sciences. Data from 2023 reveals that more than 50% of the total allocated seats for the BScAg program remain vacant. While IAAS's four constituent campuses have maintained full enrolment, affiliated colleges have struggled with partial occupancy over the last three years. Despite this expansion in institutions, student enrolment is declining, presenting new challenges for IAAS that require a strategic response and vision.

Table 1: Total allotted seats and student enrollment in different HEIs in agriculture, Nepal.

Institution (Since...years)	Total quota	Status	Remarks
IAAS, Tribhuvan Uni. (~50 yrs)	550	Not fulfilled	
Purbanchal Uni. (>20 yrs)	290	Not fulfilled	
Agriculture & Forestry Uni. (10 yrs)	810	Not fulfilled	
Far-western Uni. (4 yrs)	110	Fulfilled	
Kathmandu Uni. (3 yrs)	30	Fulfilled	
Mid-west Uni. (2 yrs)	50	Fulfilled	
Madhesh Agri. Uni. (1 yr)	50	Fulfilled	
BScAg Total	~1900	<50%	
BVScAH total (TU/AFU/PU)	196	Fulfilled	TU & AFU
BScHort	50	Not fulfilled	TU
Master programs (MScAg/AnSc/Vet)	300	Fulfilled	TU&AFU
PhD programs	10-20	n/a	TU,AFU

Source: Dahal and Sapkota (2023)

Currently, IAAS offers three undergraduate degrees (BScAg, BVSc&AH, and BScHort.) across its four constituent campuses (Lamjung, Paklihawa, Rampur, and Gauradaha) and five affiliated colleges across the country (Figure 1). At the postgraduate level, IAAS Dean's office offers four master's degrees (MScAg, MScAnSc, MScAqua, and MVSc) and two PhD degrees (Agricultural Sciences and Animal Sciences) in Kirtipur, Kathmandu.

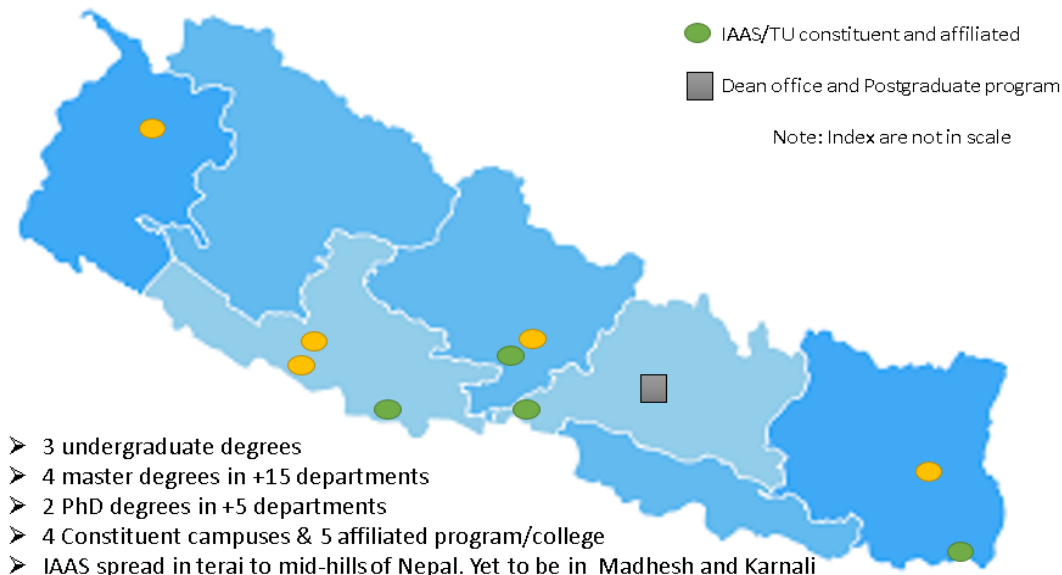


Figure 1. Constituent and affiliated campus/program of IAAS, TU, Nepal.

1.3 Vision and Mission of IAAS

Vision

To develop IAAS as a globally recognized agriculture academic institution through excellence in Teaching, Research and Extension.

Mission

The mission of IAAS is to train human resources by providing quality education in agriculture and allied disciplines through cutting-edge education, research, and outreach. In doing so, we will design and implement academic programs in such a way that it balances between prevailing and emerging needs of the agriculture sector in Nepal and beyond.

2 SWOT ANALYSIS

2.1 Strengths

- Oldest and pioneering HEI in agriculture in Nepal, established in 1972.
- Shares 30–40% of total undergraduate & postgraduate quotas in HEIs in Nepal.
- Strong human resource pool, with over 90 full-time faculty members, including 14 PhDs, capable of mentoring and facilitating other institutions.
- Affordable education with residential facilities in Lamjung and Paklihawa campuses.
- Strong alumni network with a global presence.
- Ample land, buildings, classrooms, and space for infrastructure development at most campuses (except Rampur campus, Khairaheni).

- International recognition and partnerships with numerous higher education institutions worldwide.
- Successfully operates all undergraduate and postgraduate degrees under a semester system for over two decades.

2.2 Weaknesses

- Inefficient service delivery due to the relocation of offices.
- Lack of an EMIS to effectively support policies and programs.
- Limited infrastructure for interactive pedagogy and research, impacting academic performance.
- Insufficient land and infrastructure, including classrooms (which are rented), negatively affecting the learning environment at Rampur campus, Khairaheni.
- Traditional libraries and laboratories facilities, hampering research and education.
- Lack of accountability and professionalism in supportive staff.
- Traditional grading system, affecting the synchronization with global standards.

2.3 Opportunities

- Significant growth potential due to high public trust.
- Potential to harmonize international academic programs and collaborate with global institutions.
- Strong willingness from various institutions (government and non-governmental) to collaborate with IAAS in academic and research programs.
- Opportunities to enhance its global presence through its strong alumni network.
- Availability of skilled and trained manpower around the globe to strengthen the academic environment.

2.4 Threats

- Declining student interest in agricultural education, with applicants dropping from 3,900 in 2019 to 1,251 in 2023 for the BScAg program.
- Limited investment from relevant authorities in institutional growth and development.
- Extended affiliations with substandard colleges, which compromises educational quality.
- Undue political influence and extreme unionization within the institute/university.
- Increased competition from newly established institutions and universities.
- Growing trend of students migrating abroad for better education and opportunities.

3 DEVELOPMENT VISION

The TU Strategic Plan 2014–2019 identified structural challenges as a significant obstacle to ensuring quality education. It emphasized the need for decentralization and autonomy as key strategies in governance and management. In alignment with this vision, IAAS will adopt a strategic restructuring plan in line with TU's Vision 2030, which promotes fostering autonomous schools. IAAS has demonstrated academic excellence through the development of competent human resources over the past five decades. Considering the SWOT analysis, institutional mission, and insights from previous experiences, the following development plans are proposed to enhance the quality and innovation in agricultural education at IAAS, TU.

3.1 Restructuring of IAAS

IAAS had been working on an organizational structure that includes the Office of the Dean at Rampur, with three constituent campuses at Rampur, Lamjung and Paklihawa. During the relocation period (2011–2020), several operational guidelines and governing bodies within institutional became dysfunctional, and many records were lost. The forced relocation of the Dean's Office to Kathmandu, along with the establishment of new constituent campuses and affiliated colleges, IAAS requires a comprehensive restructuring of its organogram to execute the context.

The BVSc&AH program began at Rampur in 1993, was relocated to Paklihawa following the establishment of AFU in 2010, leaving behind infrastructure and faculty. The Paklihawa campus lacks sufficient infrastructure, causing challenges in meeting the Nepal Veterinary Council's requirements. So, the updated TUVTH operational guidelines and development for a separate college of veterinary and animal science need attention and priority.

Rampur campus, re-established at Khairahani, Chitwan in 2019, still lacks land and buildings, and efforts to acquire land and support from governments have not materialized. Thus, a restructuring plan is necessary for Rampur, and improvement plans for other campuses are needed to ensure competitive and quality education.

In addition to three assistant deans, the Dean's Office has five directors and a coordinator for the postgraduate program, but their roles and responsibilities are not well defined. A multidisciplinary team at Dean's office for various purposes (moderation, checking, equivalence, proposal development etc) is essential. Hence, restructuring of these directorates is proposed (Table 2) representing the different disciplines of postgraduate department.

Table 2: Existing and proposed restructuring directorates at dean office, IAAS, 2024.

Current	Proposed plan
Veterinary Teaching Hospital (VTH)	Director, VTH
Directorate of Research & Publication	Director, Directorate of Research and Incubation
Directorate of Extension	Director, Directorate of Extension and Consulting
Planning and Monitoring	Director, Directorate of Planning and Monitoring
Directorate of Monitoring	Not needed.
Postgraduate Program	Director, School of Agriculture (proposed)

3.2 Upgrading the Program into a School of Agriculture (Postgraduate)

The postgraduate program, managed by the Dean's Office since 1998, should be upgraded into a full-fledged School of Agriculture (SoA), in line with TU Vision 2030. This program, which operates without financial liability to TU, has been popular among students. However, due to the lack of full-time faculty and staff, the program has faced challenges in maintaining the semester system's effectiveness. Upgrading this program with revised degrees and courses into an autonomous functional unit i.e. SoA under TU would improve its operational effectiveness.

3.3 Ensuring Seamless Maintenance of the Academic Calendar

IAAS has maintained its academic calendar to some extent, with undergraduate degrees being completed in approximately 4.3 years and master's degrees typically within 2.2 years. However, delayed admissions, especially in undergraduate programs, are a common issue. Ensuring timely admissions and completion of degrees will help plan students' careers better. Moving forward, IAAS will publicly commit to intake time, exam, result announcements and graduation timelines for each degree program.

3.4 Revisit and Update of Curricula and Evaluation System

IAAS recently upgraded the undergraduate curriculum, introducing essential courses in research and entrepreneurship. However, the postgraduate curriculum has not been updated since 2011. Efforts are underway to revisit the curriculum update by 2024, prioritizing labor market-driven academic programs with focus on:

- Enhancing employability and labor market relevance.
- Promoting collaborative, innovation-driven research degrees.
- Supporting entrepreneurship and self-employment.
- Curricula development in indigenous & low-maintenance crops & fallow land utilization.
- Strengthening technology transfer and outreach programs.
- Upgrading the current grading (%) to the letter grading system

3.5 Digitalization of IAAS towards a Paperless Organization

Digitalization can significantly enhance collaboration, governance, and educational management. Given the increasing reliance on digital tools for teaching, grading, evaluation, online payment and record keeping, the digitalization of IAAS is important. IAAS will also implement plagiarism checks for academic writing, thesis and dissertation, so soft copies of such documents will be available online. All registration, printing grade-sheet, exam forms etc. will be managed online so the volume of printing and photocopying is reduced. All payments will be made online. Establishing an Education Management Information System (EMIS) and an IT center with a backup server will support this transition. Thus, IAAS will gradually move towards a paperless organization.

3.6 Addressing Financial Resource Management

Lamjung and Paklihawa campuses operate an annex section program with higher fee structures, while Rampur and Gauradaha campuses generate internal funds through the Institution Development Fund. The funds generated from the BVSc&AH program are insufficient to support even operational costs. To ensure the sustainable operation of this program, an annex section approach is adopted in compliance with veterinary council requirements. IAAS will also focus on:

- Advocating for increased funding for agricultural research and education.
- Optimization and channeling resources generated from fees, research, and consultations.
- Establishing consulting services under the Directorate for income generation.
- Alumni basket fund created to support laboratory and physical infrastructures.
- Implementing annual fee increases.

3.7 Upgrading to QAA-Rated Campuses

Lamjung campus has made significant progress in preparing for Quality Assurance and Accreditation (QAA), and Paklihawa has submitted its Self-Study Report (SSR). Rampur and Gauradaha campuses have received Letters of Intent (LOI) for QAA accreditation. IAAS will prioritize QAA accreditation for all campuses and postgraduate programs over the next four years.

3.8 Strengthening Faculty/Staff Development and Retention Programs

Faculty development is crucial to maintaining academic excellence. IAAS will conduct at least two faculty development programs annually, covering training for new staff and refresher courses for supervisors. Agriculture and veterinary sciences require specific hands-on skills, and regular audits of human resources and laboratory facilities to ensure compliance with council requirements. In addition, special attention is needed for the retention of contract faculties and even for permanent.

3.9 Empowerment of Research and Business Incubation Center

With the increasing trend of educated youth seeking employment abroad, fostering entrepreneurship, especially in agriculture, is vital. IAAS's Research and Business Incubation Center will be further strengthened to provide a conducive learning environment for knowledge production, skill development, and competency enhancement. Efforts will focus on:

- Developing programs that address market demands.
- Prioritizing research in national priority areas.
- Promoting collaboration with national and international uni. and research centre.

3.10 Revitalizing Coordination and Internationalization of IAAS

Special efforts will be given to revitalize collaboration with research institutions like NARC and GoN farms. Postgraduate students will be placed in government farms for research in national priority areas addressing industry-specific issues. Already established collaborations with international institutions like UNDP, FAO, Tennessee State University, Hiroshima University, CIMMYT, IRRI etc. will further expanded. IAAS will continue to explore partnerships with universities in South Asia and beyond, fostering student exchange programs.

3.11 Transparency and Good Governance Practices

Good governance is essential for IAAS's long-term success. Key practices will include:

- Aligning rules and regulations with IAAS's mission, vision, and strategies.
- Regular monitoring, evaluation, and policy implementation reviews.
- Conducting timely academic audits and budgeting processes.
- Ensuring transparency and free flow of information in all campuses.
- Discouraging undue political interference in academia.

3.12 Specific Plans

- No additional affiliations will be pursued, in line with TU Vision 2030. However, the "one province one constituent agricultural college" principle may be adopted.
- The BVSc&AH program will be strengthened with additional faculty and infrastructure, aiming for permanent membership in the Veterinary Council.
- Rampur campus, Khairahani requires special attention to shape it into a campus, thus special efforts will be made for the future of this campus even its inception.
- The postgraduate program needs its own research facilities, including research plots, irrigation systems, greenhouses, and laboratories. A reference laboratory will be established at the postgraduate school.
- A small conference hall will be developed for regular talks and alumni engagement in dean office and in constituent campuses.
- IAAS will advocate for the establishment of an Agricultural Council to standardize quality education across colleges.

- Professional courses will be developed to foster quality education, research & sustainable development.
- A multidisciplinary project will be developed with special focus on two indigenous and underutilized crops (Cassava and Yacon). The project aims to develop climate smart crop cvs., production technologies and entrepreneurship development.
- Dean office is being operated as a liaison office, so it has to be upgraded with infrastructures and facilities at Kathmandu.

3.13 Assumption and Requirements

Following assumptions and requirements are expected for the successful implementation of development action plan;

- Needful support (financial & administrative) from TU, UGC and Nepal government.
- No undue political intervention for the implementation of development plans.
- Additional privilege for decentralization of IAAS under vision 2030 of TU

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5 BUSINESS ACTION PLAN

SN	Key activities	Expected output	Timeline	Key responsibility
5.1	Restructuring of IAAS			
	Consultation with stakeholders and redesign an organizational structure	New organogram	Jun. 2025	Dean and task force
	Rethink: Stakeholder meeting for the future of Rampur campus	Workshop	Jun. 2025	Dean and campus chief
	Operation of new veterinary teaching hospital (2024-2026) services	Operation started	Dec. 2024	VTH, campus & Dean
	Conduct an O&M survey in line with the requirement of new organogram	O&M report	Jun. 2025	Dean and consultant
	Develop guidelines for directorates with TOR	Role defined	Jun. 2025	Dean office & EC
	Establishment of a veterinary and animal sciences college/campus	Upgrade/New college	2027-2028	Chief, Dean & EC
5.2	Upgrading Postgraduate Program into School of Agriculture			
	Develop operational guidelines for School of Agriculture (SoA) with research precinct	Report	Jun., 2025	Dean and task force
	Upgrading the PGprogram to SoA with clustering of subjects into department	SoA established	Dec., 2025	Dean office, FB, AC & EC
	Start master program in veterinary sciences at Paklihawa campus	Program started	Jun., 2026	Dean office & SoA
	Offer new degrees at postgraduate level: Agri-statistics, Organic Agriculture etc	Program started	Dec., 2025	Dean office
5.3	Ensuring Seamless Maintenance of Academic Calendar			
	Planning academic calendar, and implementing both UG & PG	Calendar prepared	Dec. 2024	Dean office & campuses
	Conduct entrance exam and admission for UG	Results published	Oct. each year	Asst dean (Academics)
	Conduct entrance exam and admission for masters & PhD	Results published	Feb. each year	Asst dean (Academics)
	Conduct board exam & publish results as academic calendar (UG & PG)	Routine and report	≤90 days of exam	Asst dean (exam)
5.4	Revisit and Update of Curricula and Evaluation System			
	Upgrading the semester system monitoring and evaluation with grading system	Report published	Feb. 2025	Task force
	Develop hologram-based transcript for all programs and degrees	Transcript	Feb. 2025	CoE & Dean
	Implementation and monitoring of semester system in UG and PG	Report produced	Jun. 2025	Dean & directorate
	Revision of postgraduate curricula of all degrees with percent to grade point system	Curricula published	Jun. 2025	Asst. Dean (academics)
	Revisions of undergraduate curricula of all programs	Curricula published	Dec. 2027	Asst. Dean (academics)
	Develop professional courses and degree for agri-graduates	Curricula published	Dec. 2026	Dean's office
5.5	Digitalization of IAAS towards a Paperless Organization			
	Identify and purchase EMIS software, customized for PG program	Purchased	Dec. 2024	Asst dean (Admin)
	Strengthen the backup server with IT professional	Server strengthen	Dec. 2025	Dean and IT section
	EMIS in Postgraduate program (fee, grade-sheet, registration, forms, proposal etc)	Paper reduced by 50%	Dec. 2025	Asst dean (Acad. & exam)
	Operating coordinated EMIS in constituent campuses	EMIS in campuses	Dec. 2026	Dean and campus chief
	Use smart teaching-learning with ICT in class room and conference hall	Equipped classroom	2025-2026	Dean and campus chief
5.6	Addressing Financial Resource Management			
	Organize IAAS alumni meet, 2025	Workshop report	Jun. 2025	Dean office
	Alumni acknowledgement and basket fund establish	Fund generated	Dec. 2025	Dean office
	Admission in annex section for BVSc&AH program	Admission	Oct. 2025	Dean and campus chief
	Revision in fee structures and implementation for all degrees	Report	Oct. 2025	Dean and campus chief
	Starts consultation services under directorate of Extension & Consulting	Services starts	Dec. 2025	Dean and Directorate

5.7 Upgrading into QAA Rated Campus			
Final approval of QAA for Lamjung Campus (Current: PTR submitted)	QAA approved	Feb. 2025	Campus & dean office
Final approval of QAA for Paklihawa Campus (Current: SSR submitted)	QAA approved	Feb. 2026	Campus & dean office
Final approval of QAA for Gauradaha Campus (Current: LOI registered)	QAA approved	Feb. 2027	Campus & dean office
Final QAA approval for School of Agriculture (yet to start)	QAA approved	Dec. 2027	School & dean office
Final approval of QAA for Rampur Campus (yet to start)	QAA approved	Oct. 2028	Campus & dean office
Promote and suggest private college as well for QAA	Reports	Dec. 2027	Campus & dean office
5.8 Faculty/Staff Development and Faculty Retention Programs			
Conduct GIS and use of AI in agriculture	Training report	Dec. 2024 & 25	Directorates
Conduct new faculty basic training for pedagogy and evaluation	Training report	Dec. 2024-2028	Asst dean (exam)
Conduct supervisor trainings for thesis supervision, ICT training	Training report	Jun. 2025 & 26	Asst dean (Academics)
Conduct training on agricultural statistics and research	Training report	Dec. 2026 & 27	Directorates
Strengthen finance and administration with training and digitalization	Training report	2025 & 2027	Asst dean (Admin)
Recruitment of adjunct and visiting professors and attention for lateral entry	Recruitment	2025-2028	Dean & service com.
Develop course syllabus for TU service commission	Report and webpage	Jun. 2025	Faculty board
5.9 Empowerment of Research and Incubation			
Upgraded Research and Business Incubation Centre	Services starts	Dec. 2025	Asst. dean (admin) and
Identify and support faculty or student entrepreneurs	10 entrepreneurs	Jun., 2026	Directorates
Develop multidisciplinary project for indigenous crops such as Cassava and Yacon	Project developed	Dec. 2025	Dean offices
5.10 Revitalizing Coordination and Internationalization of IAAS			
Updated MoU with NARC, DoA, DoLS and other institutions	Signed MoU	2025-2026	Dean office
Develop institutional development project	Project developed	Dec. 2025	Dean office
Organize international conferences	Conference organized	Dec.2025&2027	Dean office
Organize student exchange in universities of Bangladesh & India	Students exchanged	2025-2028	Dean and campus chief
5.11 Transparency and Governance			
Provide free flow of information using EMIS and webpage	Website	Sep. 2025	Asst dean (Admin)
Establishment of manifesto in each campus	Manifesto	Dec. 2025	Dean and campus chief
Timely auditing and budgeting processes	Budget book	2025-2028	Dean and campus chief
Regular monitoring and evaluation processes	Annual report	2025-2028	Asst dean (Admin)
5.12 Specific Plans			
No affiliation to private colleges	Annual report	2025-2028	Dean
Granted permanent affiliation for BVSc&AH program	Audit report	Dec. 2025	Dean & Vet council
Acquisition of land and government supports for Rampur campus	Land acquisition	Dec. 2025	Dean and campus chief
Establish reference/research lab and other physical facilities at SoA	Lab and facilities	Dec. 2025	Dean and director SoA
Continuation of research journal publication annually and indexing at nat. & Int'l level	Journal	2025-2028	Directorate
Organize regular talk series, alumni engagement, MSc & PhD fest regularly	Talk series number	2025-2028	Directorate
Advocacy for the establishment of agriculture council	Workshop and act	Dec. 2027	Dean
Construct dean office within TU premises	Buildings	Dec. 2027	Dean office