

Second Five-Year Strategic Plan Core Committee

Nepalgunj Nursing Campus, IOM, TU

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5.	Saraswati PC	Member Secretary

Foreword

As being the Campus Chief of esteemed Nepalgunj Nursing Campus, it is my pleasure to present the forward for our Strategic Plan of the campus (2026-2030). This plan holds immense significance as it outlines our vision, goals and actionable steps for successfully developing and operating our campus. With careful planning, diligent execution and a commitment to excellence, we aim to create a nurturing and high-quality conducive learning environment that mirrors the success of our existing campus as well as delivering exceptional value and impact for our students and the community at large.

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

Sincerely

Mrs. Sunita Acharya
(Campus chief)
Nepalgunj

Acknowledgement

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

The appreciation is expressed to Mr. Puspa Raj Jaisi, Asst. Campus of Ghodaghodi Multiple Campus, Kailali, Ms. Asha Panta, Senoir Hospital Nursing Administrator, Bheri Hospital, Banke. Similarly, our appreciation goes to Dr. Ramesh Prasad Adhikari and Mrs. Bhagwati Kafle, Lecturer of Mahendra Multiple Campus, Nepalgunj, Banke for their immense support.

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

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

Mrs. Saraswati PC
Member Secretary

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Section -I

INTRODUCTOIN

1.1 Contexts and Rationale

Nepalgunj Nursing Campus (NNC) is one of the constituent campuses of Tribhuvan University, Institute of Medicine, located in Lumbini Province, Nepalgunj Sub Metropolitan City, Banke-10. Nepalgunj Nursing Campus was established in 2026 B.S. (1969A.D.) with the Certified ANM extension campus program named as Nepalgunj Program. Proficiency Certificate Level (PCL) Nursing program was started in 2043 B.S. (1986 AD). In 2068 B.S. Bachelor in Nursing (BN) Program (Hospital Nursing) was started with 20 seats. Since, the 2072 B.S., two years BN program was substituted with 3 years Bachelor in Nursing Science (BNS) program and Generic Bachelor in Science (BSc.) Nursing program has been started with 20 seats since 2077/078. In 2077 B.S. PCL Nursing program was phased out form NNC. At present, the BNS and BSc. Programs have been upgraded to 30 and 40 seats.

In order to enhance the quality of education NNC has initiated the process of achieving the Quality Assurance and Accreditation (QAA) for the beginning the Letter of Intent (LOI) was obtained from the University Grant Commission (UGC), Sanothimi, Bhaktapur, Nepal in the year 2022 March, 14. Nepalgunj Nursing Campus (NNC) has developed its first five year strategic plan (2018-2023 AD) with a vision, mission, goals, strategies and objectives. Various activities have been identified and implemented with specification of timeline. Furthermore, for its continuation NNC has prepared the second five-year strategic plan 2026-2030AD to move ahead.

1.2 Purpose of the Plan

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

1.3 Process of Preparing the Plan

This second strategic plan for Nepalgunj Nursing Campus is prepared systematically through extensive assessment and analysis of the internal and external environmental in terms of its Strengths, Weakness, Opportunities and Threats (SWOT) and the action plan has been identified accordingly of all its academic programs, administrative sections and extracurricular activities for the betterment of NNC family.

The following steps are involved in preparing a strategic plan:

1. A core committee of 5 members was formed under the chairmanship of the Campus Chief.
2. The committee reviewed and analyzed the important components/ documents of campus to collect background information.
3. The committee organized a series of interactions/ meetings with all major stakeholders such as Nursing Administration Chief, Community leaders of the Campus.
4. The committee drafted the strategic plan.
5. Two days' workshop was organized for "Development of Second Five Year Strategic Plan (2026-2030)" with comprehensive involvement of faculty member of Mahendra Multiple Campus and Ghodaghodi Multiple Campus.

6. Developed Second Five Year Strategic Plan (2026-2030) has been presented and getting the necessary feedbacks has been finalized.
7. Developed Second Five Year Strategic Plan (2026-2030) was approved from Campus Action Committee

1.4 Participants in Strategic Planning:

Planning in strategic planning are:

- Core committee members of strategic plan committee
- Faculty and Staff of Nepalgunj Nursing Campus
- Resource persons from Ghodaghodi Multiple Campus, Kailali and Mahendra Multiple Campus, Banke.

1.5 Stakeholders:

The major stakeholders who gave their contribution were TU and Nepalgunj Nursing Campus itself.

1.6 Components of the Strategic Plan:

The components of this strategic plan are based on a SWOT analysis of the previous 2021-2025 AD. Strategic Plan and SSR report of Nepalgunj Nursing Campus which includes the Institutional profile, SWOT analysis of the institution and campus vision, mission, goals, objectives, strategies and activities with action plan.

1.7 Scope of the Plan:

This strategies plan is prepared for five years from 2026-2030 AD.

Section -II

UPDATED PROFILE OF NNC

2.1 Updates

This campus has been providing 75% full scholarship for students from pass the entrance examination system of Medical Education Commission. At present 12th Batch Bachelor of Nursing Science and the 5th Batch BSc nursing program is running. There is a total of 242 students are studying during the year 2024/2025 AD. There are four categories, which are Associate professor (currently vacant), Lecturer, Assistant Professor, Teaching Assistant and Nursing Instructor as per TU policy.

The campus has Memorandum of Understanding (MoU) between TU- NEHEP, Planning Directorate and Nepalgunj Nursing Campus on 2023 AD.

2.2 Overview of the Catchment Area

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

2.3 Academic Programs

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

S.N.	Academic Programmes	Duration	Allocated seat by MEC	Admission Requirements
1.	B.Sc. Nursing	4 years	40	+2 science after passing the MEC entrance

2.	Bachelor of Nursing Science (BNS)	3 years	30	Completion of PCL Nursing program and passing MEC entrance.
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2.4 Students Enrollment and Composition

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

2.5 Human Resource Management

Academic and administrative human resources are in place. They are recruited according to the rules and regulations of the TU Service Commission; this Campus has 15 full time nursing faculties, 6 part time teachers and 19 administrative staffs.

2.6 Students Teacher Ratio

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

2.7 Committees and Structure

2.7.1. Committees of NNC: Campus Administrative Committee, Internal Quality Assurance Committees, Research Management Cell, Construction and Procurement Committee, Job placement and Counseling Committee, Environment and Health Service Committee, Library Management Committee, Laboratory Management Committee, Grievance Redressal Mechanism Committee and Campus Student

welfare Committee, Education Management Information System and Public Information Committee.

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

2.8 Library

NNC has a separate library building, which contains more than 9,000 text books and reference books. The building has separate E-Library floor. The campus has planning is to use a barcode reader system in the library.

2.9 Infrastructure

Physical Facilities

NNC has a quite facilities and a sound teaching- learning environment for the with separate classrooms for different program with good space occupancy for around 40 students. There are free internet facilities within the campus premises. Also has separate skill lab for fundamental nursing, midwifery community and basic science lab. There is a hostel facility to students that consists of 2 blocks having 50 rooms with the capacity of accommodating 100 students with one dining hall. The Hostel has mess facility which is manage by students themselves. It has a cafeteria that offers a hygienic and well-balanced foods choice.

2.10 Financial Management

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

2.11 Research and Publication

Research Management Cell has been established in 2019 AD and is well functioning. Publication Committee has been releasing periodical campus Prospectus, Souvenir, annual report and NNC own academic Calendar.

Section -II

SWOT ANALYSIS

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

3.1 QAA Journey of Institution

S.N.	Date	Activities
1.	2021	Nepalgunj Nursing Campus Decision on IQAA Coordination Committee
2.	2021	Lol Submission
3.	14/03/2022	Lol Approval by UGC
4.	09/05/2023	SAT formation
5.	Not applied till now	Request for funds for SSR preparation
6.	2020	QAA SSR Status query from TU QAAC
7.	14/07/2023	SSR Submission (
8.	426 /2025 March	UGC Peer Review Preparation Team visit
9.	25/11/2025	Pre PRT reports submission

3.2 Detail Findings of SWOT Analysis

Strengths

- The only constituent Nursing Campus of TU, IOM in Lumbini Province
- Well-designed Master Plan

- Structured academic calendar
- Highly demanded academic program for aspiring students in health science.
- Qualified faculties
- Collaboration with multi disciplinary team.
 - National : MOHP; Bheri Hospital, Local Government
 - Sushil Koirala Prakhara Cancer Hospital, Khajura, Banke
 - Fatebal Aakha Hospital, Nepalgunj, Banke
 - Nil Sagar Aahsram, Banke
 - Urban Health, Sub-metropolitan, Nepalgunj
- Highly competent faculties
- Highly dedicated staffs
- Self-motivated students
- Sufficient land with residential facilities hostel.
- Well collaboration with hospital for clinical placement and community centers for community placements.
- Fosters faculty and staff development program with research initiatives.
- Periodical workshop/ training for faculties and staffs.
- Enough skill lab facilities.
- Sufficient vehicles parking space.
- E-Library facilities.
- Have a new master plan for upgrading hostel facilities.

Weaknesses

- Human resources portfolio not maintained of faculties and staffs as per TU.
- Lack of generation of internal income source.

- Old fashioned infrastructure.
- Undergraduate program only.

Opportunities

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

Challenges

- Competition from other nursing institution pose challenges in attracting students and faculty
- Recruitment and retention of human resource.
- Changes in health care education regulations.
- Initiation of Master in Nursing program with current resources.

Section -IV

SECOND FIVE-YEAR STRATEGIC PLAN, NNC (2026-2030 AD)

4.1 Vision, Mission, Goal and Objectives

Vision

To be a center of excellence in nursing education, research and service, producing competent, compassionate and globally competitive nursing professionals who contribute to improving health care and society.

Mission

To serve the people of Nepal by:

- Providing high-quality nursing education that intergrates theory, practice, and research.
- Fostering leadership critical thinking and ethical values among nursing students.
- Promoting community health through outreach, service and collaboration.
- Building a nurturing environment for faculty, staff and students to excel.

Goal

The goal of the Nepalgunj Nursing Campus is to prepare and produce the qualified nurse to be a professional health care practitioner who provides compassionate care, which is based on scientific evidence and who serves as the link between the

patient (individual, family, community, or population) and the healthcare environment across the lifespan.

Objectives:

General objective

To provide standard nursing education to the eligible candidates (both females and males) of Nepal, especially from Lumbini, Karnali and Sudurpaschim provinces to meet the primary health care and holistic needs of people.

Specific Objectives

Focus on those we serve, especially our students.

- Advance innovation and academic excellence in teaching to support student success.
- Promote excellence in research and creative endeavours.
- Promote clinical and community services through quality education.
- Enhance faculty and staff development.
- Expand the infrastructures and resources to support the growth
- Ensure good governance and leadership.
- Promote student development and welfare.
- Develop an Education Management and Information System (EMIS).
- Develop sustainability

4.2 Strategies

The set of strategies for each objectives of Nepalgunj Nursing Campus are as follows:

Objectives 1: Advance innovation and academic excellence in teaching to support student success.

Strategies 1: Revise Curriculum

- Participate in regular review workshop organized responsible body.
- Initiating efforts for coordination and collaboration with national and international institutions for making standardized of bachelor curriculum.

Strategies 2: Integrate ICT and Simulation

- Working to established simulation-based laboratory for students.
- Training to faculty for ICT based teaching.
- Introduce smart board in each class room.

Strategies 3: Establish postgraduate programs

- Initiate master in nursing program.

Strategies 4: Strengthen CPD programs

- Regularly performed CPD training to faculty and staff.
- Emphasize exposure visits and faculty exchange among national and international institutions/universities.
- Providing opportunities to faculties of participate in national and international conferences.
- Supporting the internal QAA unit to area of improvement for providing quality education

Objectives 2: Promote excellence in research and creative endeavours

Strategies 1: Promote research culture among staff and teachers

- Strengthen the research management cell (RMC).
- Generate fund for sustainable research, and reinforce to the researcher.

- Performed research workshop/ trainings on qualitative and quantitative research.
- Provide grants for research study to both faculties and students through RMC.
- Performed collaborative research with different linkage program.

Strategies 2: Develop Journal of Nepalgunj Nursing Campus

- Plan to publish own campus journal biannually through RMC.
- Plan to organize and collaborate national and international conference.

Strategies 3: Strengthen Collaborations

- Collaborate with national and international universities.
- Encourage for joint research among different faculties and inter institutions.
- Ensure different discipline come together for research study.

Objectives 3: Promote clinical and community services through quality education

Strategies 1: Strengthen hospital and community linkage

- Conduct different community health camps by faculties and students.
- Performed regularly various awareness programs like mental health awareness.
- Continued partnership with Bheri Hospital Banke, Mental Hospital Patan, Sushil Koirala Prakhari Cancer Hospital Khajura, Fatehbal Eye Hospital Banke.
- Provide observation visits in different community institutions for academic purpose.

Objectives 4: Enhance faculty and staff development.

Strategies 1: Build Capacity of staff and faculty

- Initiate different faculty exchange program in national settings.
- Promote capacity of faculty through Faculty Development Training and pedagogy Training.
- Establish provision of study leave opportunities for enrollment of faculties in PhD program.

Strategies 2: Ensure Motivation and Retention among Faculty

- Initiate awarding system for best faculty/ staff.
- Establish transparency and accountability appraisal system.
- Continue health beneficiary for faculty, staff and family member through insurance system of Tribhuvan University.
- Promote health, happiness for faculty, staff and students for healthy learning.
- Maintain work life balance by establishing transparency workload and provision of leave.
- Ensure occupational safety and health assistant.

Objectives 5 : Expand the infrastructures and resources to support the growth

Strategies 1: Modernize all available facilities

- Re-design the master plan of Hostel and staff Quater.
- Construct new infrastructure for administrative offices.
- Upgrade labs and library each year.
- Construct ICT enabled class room by keeping Smartboard in each class room.
- Develop digitalization of library.
- Expand water supply facilities for students and staffs.
- Installment of pad vending machine.
- Develop well managed parking area.

- Develop infrastructures for various indoor and outdoor games.
- Promote sanitation, plantation and botanical gardens within campus premises.

Objectives 6: Ensure good governance and leadership.

Strategies1: Ensure transparency and quality of organization

- Develop quality assurance framework.
- Annual strategic review meetings.
- Strengthen system of performance appraisal.
- Maintain portfolio of HR and enhance HR development.
- Establish a feedback and grading (GRD) that allows employees at all levels to provide input on quality- related issues.
- Ensure regular internal audits to adherence to quality standards.
- To equip faculties and staffs for self and collaborative quality appraisal and audit.

Strategies 2: Strengthen Partnerships

- Establish networking with NGOs, INGOs, MoHP

Objectives 7: Promote student development and welfare

Strategies 1: Enhance support services

- Provide scholarships to students who performed outstanding.
- Conduct mentorship program
- Established career counseling system to the students
- Empower students' union for students' welfare.
- Enhance the activities of the extracurricular activity (ECA) provide opportunities for all students to participate in various ECA activities within the university and outside the university.
- Conduct sports activities annually.

- Make provision of students in participating in VC cup.
- Conduct recreational activities for students.

Strategies 2: Improve Student support

- Expand hostel capacity; construct new infrastructure for hostels (boys and girls).
- Initiating student placement cells by creating a suitable environment by establishing the relation with health care industries and markets.
- Enhance counseling unit for career counseling to the present and prospective students.
- Make system of support for students at time of problem they face.

Objectives 8: To develop an Education Management and Information System (EMIS).

Strategies

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

Objectives 9: To develop sustainability.

Strategies

- Explore financial sustainability.
- Develop HR competency.
- Establish a sustainability committee and conduct a sustainability assessment

- Explore the possibility of installing solar panels, biogas production of other renewable energy sources on campus.
- Allocate the budget strategically to support sustainability projects.
- Prepare credit non-credit course.

Five Years Strategic Plan (2026–2030) and Action Plan of Nepalgunj Nursing Campus

Action Plan for Academic Excellence						
Strategies: Revise Curriculum, Integrate ICT, establish postgraduate program, Strengthen continues Professional development program						
S.N.	Activity	Implementing Year	Estimated Budget (NRs in Lakh)	Source of Fund	Responsibility	Indicators (Monitoring & Evaluation)
1	Participate in regular Curriculum review workshop organized by responsible body.	2025-2030	–	–	Academic Council, Curriculum Development Center Dean's Office	-Revised curriculum approved
2	Initiating efforts for coordination and collaboration with national and international institutions for making standardized of bachelor curriculum	2025-2030	–	–	Dean's Office Campus Chief	
3	Strengthen Academic Monitoring & Quality Assurance Cell	2025-2030	3	Campus / UGC	Campus Chief / HOD	-No. of simulation-based classes
4	Academic support to departments to improve pass rate	2025-2030	7	Campus	Campus Chief / HOD	-No. of new

5	Strengthen student counseling & career guidance cell	2025-2030	2	Campus	Campus Chief / Counseling Cell	programs -Student enrollment
6	Annual hospital–industry dialogue and stakeholder meetings	Annually 2025-2030	1	Campus	Campus Chief	
7	Invite visiting faculties / clinical experts	Annually 2025-2030	2	Campus	HOD	
8	Establish student feedback system	Each Academic Session	–	–	HOD / IQAC	
9	Formulate workload & extra class policy	Yearly Review 2025-2030	–	–	Campus Chief/ HOD	
10	Install more CCTV for secure learning environment	One-time 2026-2028	5	Campus	Campus Chief	
11	Working to established simulation-based laboratory and smart board for students in each class.	2025-2030	20	Campus / Donor	HOD / IT Uni	
12	Feasibilities study of Master in Nursing program with IoM, TU curriculum.	2025-2030	–	–	Academic Council, Curriculum Development Center Dean’s Office	

					Campus Chief	
13	Regularly performed CPD training to faculty and staff.	Continued till 2030	2	Campus	Research Committee & CPD Committee	
14	Formulation of examination directives and capacity development of examination cell	2025-2030		Campus	IQAC	

Action plan for Research Excellence and Creative Endeavour

Strategies: Promote Research Culture among staff and Faculty, Develop Journal of Nepalgunj Nursing Campus, Strengthen Collaborations

S. No.	Activities	Implementing Year	Estimated Budget (NRs in Lakh)	Funding Source	Responsibility	Indicators (Monitoring & Evaluation)
1	Formulate a Research Management committee to plan, guide, and monitor nursing research and innovation activities.	2025	—	—	Campus Administration Committee	
2	Develop and implement a research policy encouraging ethical, evidence-based nursing research	2026-2030	—	—	Research Committee	
3	Conduct workshops on research methodology, biostatistics and qualitative research activities, and	2025-2030 Annually	5	Campus / UGC	Campus Chief / Research	

Action plan for Research Excellence and Creative Endeavour

Strategies: Promote Research Culture among staff and Faculty, Develop Journal of Nepalgunj Nursing Campus, Strengthen Collaborations

S. No.	Activities	Implementing Year	Estimated Budget (NRs in Lakh)	Funding Source	Responsibility	Indicators (Monitoring & Evaluation)
	ethics				Committee	
4	Encourage UG & PG nursing students to undertake research projects, case studies, and surveys	Each Academic Year	—	Campus	Research Committee	-No. of publications
5	Provide seed grants for innovative nursing research and community-based studies	Year 2025 onwards	1	Campus	Research Committee	-Research projects completed
6	Promote research on maternal health, child health, NCDs, geriatric care, mental health, and public health nursing	Ongoing	—	TU/UGC	Faculty Researchers	-No. of collaborations signed
7	Establish collaborations with hospitals, universities, community and research institutions	Annually 2025-2030	—	Campus	Campus Chief/ IQAC/HODs	
8	Encourage publications in peer-reviewed journals	Annual	—	—	Research Committee	
9	Encourage for initiating to establish own campus journal biannually through RMC.	2027-2030	0.5	Campus	Campus Chief/ Research Management Committee	

Action plan for Research Excellence and Creative Endeavour

Strategies: Promote Research Culture among staff and Faculty, Develop Journal of Nepalgunj Nursing Campus, Strengthen Collaborations

S. No.	Activities	Implementing Year	Estimated Budget (NRs in Lakh)	Funding Source	Responsibility	Indicators (Monitoring & Evaluation)
10	Organize and participate in national/international nursing conferences and seminars	2028-2030	30	Participants /Sponsors	IQAC/ RMC	
11	Conduct training on research ethics, plagiarism prevention, and intellectual property rights	2027-2028	2	UGC	Research Committee	
12	Review research output annually and recognize outstanding faculty and student researchers	Annual	2	Campus	IQAC/RMC	

Action plan for Clinical, Community Linkage

Strategies: Strengthen hospital & community linkage

S. No	Activities	Implementing Year	Estimated Budget (NRs in Lakh)	Funding Source	Responsibility	Indicators (Monitoring & Evaluation)
1	Form a committee including nursing faculty, hospital representatives, and community leaders (Clinical, Community Linkage Committee CCLC)	2025-2026	—	Campus	Campus Administration Committee	

Action plan for Clinical, Community Linkage

Strategies: Strengthen hospital & community linkage

S. No	Activities	Implementing Year	Estimated Budget (NRs in Lakh)	Funding Source	Responsibility	Indicators (Monitoring & Evaluation)
2	Sign MoUs with government hospitals, private hospitals, PHCs, CHCs, NGOs	2025-2030 Annually	—	Campus	Campus Chief/ CCLC	-No. of camps -No. of patients served Feedback from Community
3	Conduct health camps, maternal & child health programs, NCD screening, awareness drives	2025-2026 Conducted	10	UGC	Nursing Faculty/Students	
4	Structured clinical rotations and community postings aligned with curriculum	Each Academic Session	—	Campus	Clinical Coordinator	
5	Encourage faculty and students to participate in community service and disaster response	Ongoing	0.5	Campus	CCCLC	
6	Utilize alumni network for mentoring, placements, and community projects	2026-2028	0.5	Campus/ Alumni	Alumni Cell	
7	Promote action research addressing local health needs	Annual 2025-2030	0.25	Research Grants	Research Committee	
8	Assess impact of clinical and community linkage activities	Annual 2025-2030	0.25	Campus	IQAC	

Action Plan for Faculty and Staff Development

Strategies: Build capacity of staff and faculty, Ensuring motivation and retention among Staff and faculty

S.N.	Activity	Implementing Years	Estimated Budget (NRs in Lakh)	Funding Sources	Responsibility	Indicators (Monitoring & Evaluation)
1	Support and establish the provision of leave to PhD, MPhil & Post-Doctoral Nursing Research Scholars	2025-2030	–	–	Campus Chief	Percentage of faculty with higher degrees No. of trainings received
2	Research methodology, biostatistics & evidence-based practice training.	2025-2026	600	UGC	Research Committee	
3	Exposure visits to reputed nursing colleges & teaching hospitals	2025-2026	1	UGC	Campus Chief	
4	Small research grants for nursing faculty	2025-2030 annually continued	2.5	Campus	Research Committee	
5	Support for publication of nursing research papers	2025 continued till 2030	–	–	Research Committee	
6	Support/leave facilities to attend nursing conferences/seminars	2025 continued till 2030	–	–	Campus Chief	
7	Annual academic & clinical performance review meeting	Annually starting of session	–	–	Campus Chief	
8	Initiate awarding system for best faculty/staff.		2	Campus	Campus chief/IQAC	
9.	Establish first Aid- or health unit by formulating Committee	2025-2030 continued	1	Campus	Campus chief	
10	Ensure occupational safety and health assistant, Health treatment beneficiary	2025-2030	–	TU/Campus	TU/Campus Chief	
11	Purchase of nursing books, journals & e-resources for faculty and students	Each year 2026-2030	5	Campus	Campus Library Management committee	
12	Faculty exchange program with nursing institutions	2025-2030	4	Campus/UGC	Campus Chief	
13	Clinical talk programs, workshops & guest lectures	2025-2030 each	0.25	Campus	Research	

Action Plan for Faculty and Staff Development

Strategies: Build capacity of staff and faculty, Ensuring motivation and retention among Staff and faculty

S.N.	Activity	Implementing Years	Estimated Budget (NRs in Lakh)	Funding Sources	Responsibility	Indicators (Monitoring & Evaluation)
		year			Committee	Faculty Satisfaction Survey Results
14	Support to Nursing Research Management Cell	2025-2030	9	Campus	Research Committee	
15	Purchase of laptops, printer, teaching aids & clinical simulation materials	2025-2030	1	Campus	Campus Chief	
16	Monitoring & quality assurance mechanisms	2025-2030	-	-	Campus Chief? IQAC	
17	Department formation and discipline wise monitoring of action plan	2025-2030	-	-	HoD	
18	Faculty-wise academic calendar at beginning of session	2025-2030 Each year	-	-	HoD	
19	Course completion & clinical rotation tracking system	2025-2030 Each year	-	-	Campus Chief	
20	Study on student failure in nursing examinations	2025-2030	-	-	Campus Chief	
21	Tutorial, remedial & clinical skill enhancement classes	2025-2030 Each year	-	-	HoD / Concerned Dept.	
22	Hands out distribution	2025-2030 After each class	-	Campus	Faculty/ Concerned Dept.	
23	Academic session wise feedback from students	2025-2030 After each academic session	-	-	Faculty/ Concerned Dept.	
24	Research assignment to faculty members with student involvement	2025-2030 In each academic session	-	-	RMC/ HODs	

Strategies: Modernize facilities

S. No.	Activity	Implementation Period (Years)	Total Budget (in Lakhs)	Funding Source	Responsibility	Indicators (Monitoring & Evaluation)
1.	Review and redesign of Master Plan and Strategic Plan – Nursing Campus	2025–2026	4	Campus	Campus Administration Committee, Construction Committee	No. of upgraded facilities. Beautification Different Maps and designs
2	Plantation of water purification for students	2025-2026	2	Campus	Campus Administration Committee/Procurement Committee	
3	Construction of Vehicle Parking lots, cost estimates and tender documents.	2026-2027	4	Campus	Campus Administration Committee/ Construction Committee	
4	Consultancy for engineering design, cost estimates and tender documents (Administrative Block, Parking lot).	2026–2028	10	Campus	Campus Administration Committee/ Construction Committee	
5	Consultancy for engineering design for maintenance or construction of Multipurpose Hall (200 seating capacity)	2030–2031	5	Campus	Campus Administration Committee/Construction Committee	

6	Extension of Canteen Facility	2027–2028	20	Campus	Campus Administration Committee/ Construction Committee
7	Consultancy for engineering design, cost estimates for new hostel Construction of 100 capacities room	2026–2030	0.25	Campus	Campus Administration Committee/ Construction Committee
8	Construction of Basic sciences labs, Community and skills labs.	2025-2026	2	Campus	Campus Administration Committee/ Construction Committee
9	Equipment Purchase for Nursing Skill & Science Laboratories	Annually as needed	2	Campus	Construction and Procurement Committee
10	Construction of Boundary Wall for Campus Safety	2025–2026	20	Campus	Construction Committee
11	Maintenance and Construction of Student Activity & Counseling Center	2025–2026	1	Campus	Construction Committee
12	Procurement of ICT Equipment and Smart board for class room.	2026–2027	5	Campus	Procurement Committee
13	Development and Maintenance of Green Campus	Continued	0.5	Campus	Environment and Health Committee
14	Redesign master plan for construction of Staff Quarters	2029–2030	0.5	Campus	Campus Administration and Construction Committee
15	Periodic Review of Infrastructure Master Plan	2025–2030	–	–	Campus administration Committee
16	Repair & Maintenance of Academic and Residential Buildings	2025–2026	3	Campus	Construction Committee
17	Completion of library building and initiation of computer library.	2025-2026	4	Campus	Campus Administration and Construction Committee
18.	Operate library with fully resourceful by making committee with representation of faculty, students	2025-2030 Annually	–	–	Campus administration Committee & IQAC

	and staff.					
19	Digitalization of Library	2027-2028	5	Campus	Campus Chief/ Library Management committee	
20	Purchase recent updated books and resources to make effective learning environment.	2025-2030 Continued annually	6	Campus	Campus Chief/ Library Management committee	
21	Installation of Electrical Transformer & Power Backup System in Newly constructed library	2025–2026	20	Campus	Construction Committee	
22	Maintaining sanitation, plantation and botanical gardens	2025-2030 Continued	1	Campus	Campus chief/ Environment and health committee	
23.	Installment of pad Vending Machine	2027-2028	1	Alumni	Campus Chief/ IQAC	

Action Plan for Good Governance and Leadership

Strategies: Ensure Transparency & quality of organization

S.N.	Activity / Action Plan	Implementing Year	Estimated Budget (NRs in Lakh)	Sources of Funding	Responsibility	Indicators (Monitoring & Evaluation)
1	Conduct Organizational Development (OD) study of the campus	2025	–	–	Campus Administration Committee	Annual reports produced
2	Review and update campus constitution, charter,	2025	–	–	IQAC	QA framework functional

Action Plan for Good Governance and Leadership

Strategies: Ensure Transparency & quality of organization

S.N.	Activity / Action Plan	Implementing Year	Estimated Budget (NRs in Lakh)	Sources of Funding	Responsibility	Indicators (Monitoring & Evaluation)
	and bylaws					
3	Annual strategic review meetings.	2025-2030	–	–	IQAC	
4	Strengthen system of performance appraisal.	2027-2030	–	–	Campus Administration Committee	
5	Maintain portfolio of HR and enhance HR development.	2026-2030	–	–	Campus Administration Committee	
6	Formulate and implement academic, administrative, and financial rules	2025-2027	–	–	Campus Administration Committee & IQAC	
7	Capacity development of academic departments through training and workshops	2025-2030	3	UGC/Campus	Campus Chief / HOD	
8	Computerization of office systems and purchase of management software	2025-2027	5	Campus	Campus Administration	
9	Training of faculty and staff in QAA and quality standards	Annually 2026-2030	2	Campus	Campus Chief / IQAC	

Action Plan for Good Governance and Leadership

Strategies: Ensure Transparency & quality of organization

S.N.	Activity / Action Plan	Implementing Year	Estimated Budget (NRs in Lakh)	Sources of Funding	Responsibility	Indicators (Monitoring & Evaluation)
10	Strengthen EMIS cell for academic and administrative data management	2027-2030	3	Campus	Campus Chief	
11	Conduct tracer study of nursing graduates	2028	2	Campus	Research Unit	
12	Conduct PRT visit	2025-2026	1	Campus/UGC	IQAC	
13	Purchase computers, office equipment, and teaching aids	2026-2027	5	Campus	Campus Administration Committee & Procurement Committee	
14	Introduce electronic attendance and performance monitoring system	2025-2030 Continued	–	–	Campus Chief	
15	Conduct regular monthly staff and faculty meetings	Regular till 2030	1	Campus	Campus Chief	
16	Organize guardian and stakeholder feedback meetings	Annually 2025-2030	1	Campus	Campus Administration committee	
17	Establish complaint handling mechanism	2025-2030	–	–	Campus Chief/ GRM Committee	

Action Plan for Good Governance and Leadership

Strategies: Ensure Transparency & quality of organization

S.N.	Activity / Action Plan	Implementing Year	Estimated Budget (NRs in Lakh)	Sources of Funding	Responsibility	Indicators (Monitoring & Evaluation)
18	Publish annual report, bulletin, and regularly update campus website	Annually 2025-2030	2	Campus	Research / IT Unit	
19	Support teachers and employee welfare activities	Annually 2025-2030	2	Campus	Campus Chief	

Action plan for Students Development and welfare

S. No.	Activity	Implementation Year(s)	Total Budget (Lakhs)	Source	Responsibility	Indicators (Monitoring & Evaluation)
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1.	Formation of student's welfare committee.	2025-2030 Every 2 yearly	-	Campus	Campus Chief and Executive council, TU	No. of students receiving scholarships; Mentorship participation Election of student union Number of student participation in sports Student satisfaction survey; Hostel occupancy
2.	Internal furnishing of new library	2025-2026	10	Campus	Library management committee/ Construction Committee	
3.	Upgrading the existing playground	2025-2026	1	Campus	Construction Committee	
4.	Annual plantation program in campus premises	2025-2030 continued	1	Campus	Students Welfare Committee and Campus Administration Committee	
5.	Scholarship to students	2025-2030 Annually		MEC	Capus Administration Committee	
6.	Conduct mentorship and career counseling to students by forming job placement and counselling committee	Continued till 2030		Campus	Campus chief/ Job placement and Counseling committee	
7.	Conduct sports activities annually.	December of each year till 2030		TU & Campus	Student Welfare Committee	
8.	Make provision of students in participating in VC cup.	February of each year		Campus	Student Welfare Committee	
9.	Conduct recreational activities (Teej, Dashain and welcome farewell program)	Annually in each session		Campus	Student Welfare Committee	
10.	Establish GRM system for students at time of crisis.	2025-2030		Campus	IQAC/ Campus Administration Committee	
11.	Maintenance of generator and make functioning	2025-2-30		Campus	Campus Administration Committee &	
12.	Electricity maintenance, drainage cleanliness and adding number of fan facilities for students.	2024-2025	1,000	Campus	Construction Committee	

13	Maintaining well dining hall and mess management for hostel students.	Continued till 2030.		Campus	Campus Administration Committee/ Hostel Warden/ Construction Committee	
14	Purchase of generator and laboratory equipment	2025–2026	5		Procurement Committee	
15	Development of practical facility / skill laboratory	2025–2026	2		Faculty and Concern HODs	