

Five-Year Strategic Plan

(079/80-083/084)



TRIBHUVAN UNIVERSITY

DHAWALAGIRI MULTIPLE CAMPUS

BAGLUNG

2079

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Foreword

Dhawalagiri Multiple Campus (DMC) has achieved eminence and strength in quality and quantity as a result of persistent strife to attain the goal of producing competent human resources for the society. DMC started introducing five year planning with the formulation of first five year strategic plan (2073/74-078/79). A committee, 'Five year Strategic Plan Committee', comprising three members (Coordinator-Assistant Campus Chief, Tilak Prasad Kandel and members, Hiralal Regmi and John Bajracharya) was formed assigned with identifying the crucial aspects requiring immediate improvement and sustained mechanism integrated with attainable action plan for quality enhancement for extended five year period. The committee crystallized the strength, weakness, opportunities and threats/ challenges (SWOT) which were profoundly diagnostic and hopefully remedial. Similarly, the action plans suggested by the committee were crucially instrumental to drive the entire activities of the campus to the level of credible academic quality leading DMC to initiate Quality Assurance and Accreditation-QAA process.

The term of the first strategic plan is nearly over and most of the action plans have been successfully executed which has enhanced DMC to the level nearly eligible to Quality Assurance and Accreditation-QAA certified campus. Pass percentage of the students is increasing, BBA Programme has been introduced, some additional infrastructures are on the process of completion, human resource planning is being implemented, community's interest towards campus is increasing and library is being reinstalled with renovated infrastructure.

ICT based tutorial environment, better management of drinking water and sports ground, improved hostel with additional hostel facility for nearly 70 girls, extended canteen, parking, new botanical garden, practice of academic calendar, annual/Unit teaching plan, Internal examinations and feedback, appraisal system, formation of Student Quality Circle (SQC) and involvement of students in quality initiatives, execution of ToR for all the staffs among others are the noticeable post five year strategic plan (2073/74-078/79) improvements in this campus. The overall credit for this outstanding progress goes to dedicated and experienced faculty members, non-teaching staff, supportive and hard working students and support of all the stakeholders whose collective effort to execute the strategies was commendable.

DMC has been offering its academic services by integrating the effort of all the faculties, non-teaching staffs, students, parents, Campus Operation Committee and well-wishers. DMC has tried its best to respond to the urgent and emerging need so as to maintain consistency in quality initiatives including tutorial activities. During nationwide lockdown after the outbreak of COVID-19, DMC immediately launched alternative (online) medium of teaching with the enthusiastic participation of students.

Owing to the increasing number of students, DMC is in need of constructing new structures inside the campus premises. As Reconstruction Authority has allocated the budget of about one hundred million rupees for the reconstruction of the buildings damaged by the earthquake of 2015, DMC is planning to launch the construction of building for tutorial classrooms, teacher/staff accommodation and hostel for boys. The effort to ensure the environment for excellence will be further nurtured by the creativity and diligence of the students; dedication and hard work of the

teaching and non-teaching staff, good planning and far-sighted vision of the Campus Operation Committee, and effective execution of the campus administration.

The recommendations regarding the quality enhancement that the Peer Review Team (PRT) has made in course of full PRT visit (27 June-1 July, 2022) have been the crucial guidelines to prepare this campus academically and physically too. In tune with the recommendation of PRT, we are making every endeavor to make DMC a Quality Assurance and Accreditation (QAA) certified campus, so that our journey from strength to stability will be more promising. However, we need to exercise more perseverance, more effort and more contribution to achieve its long cherished vision of promoting prosperous, civilized and humanitarian society by bringing positive and constructive changes in society with its quality education at an affordable price.

The Campus Operation Committee (CMC) under the leadership of Prof. Dr. Din Bahadur Thapa was pleased to approve the evidence-based planning process that provided a variety of opportunities for students, faculties, and other stakeholders of Dhawalagiri Multiple Campus. We are encouraged to find the sincere commitment, devotion and dedication of all faculties, staff and students during the planning process and believe that this five year plan shall produce the desired results.

I would like to thank Strategic Planning Committee (SPC), headed by assistant Campus Chief Tilak Prasad Kandel, who so diligently led the entire process of collecting data and information, designing goal and objectives, conducting survey and reaching to conclusion on SWOT, consultation with internal and external stakeholders, initial drafting, communicating for feedback, finalizing the action plan of the strategic plan. I would like to thank all the stakeholders, DMC teacher staffs, students, parents and other stakeholders, whose support and input will be crucial to the execution of the current strategic plan and ongoing success of DMC.

Pro. Dr. Ram Prasad Upadhaya
Campus Chief,
Dhawalagiri Multiple Campus

Acknowledgement

The Strategic Plan Preparation Committee would like to thank Prof. Dr. Din Bahadur Thapa, President of Campus Operation Committee, for the valuable guideline during the preparation of the plan. Sincere gratitude goes to Prof. Dr. Ram Prasad Upadhaya, Campus Chief of DMC, Baglung, for entrusting us the responsibility of preparing the strategic plan and giving us valuable inputs and necessary supports. The strategies adopted for the development of the campus are based primarily on his longing for heightened institutional quality integrated with his untiring effort to make DMC an excellent academic institute able to produce proficient and independent graduates capable of performing the high quality job in the concerned area.

We would like to appreciate the chiefs of the Departments/institutes, coordinators of different committees and chiefs of the sections who provided the valuable inputs in written and oral form as well as through online channel. We are grateful to all stakeholders, faculties, staffs, student representatives, academicians, professionals, businessmen, local guardians of students, etc. who directly and indirectly provided thoughtful insights and useful suggestions during the interactive meetings and other gatherings in course of the preparation of the plan. We are optimistic that Campus administration with the support from Campus operation committee and all relevant stakeholders and well-wishers will implement the Strategic Development Plans for the benefit of the society.

Strategic Plan Preparation committee:

Coordinator: Tilak Prasad Kandel

Member: Hiralal Regmi

Member: Biplav Sharma

Member : Yam Prasad Sharma

Member: Hum Bahadur Thapa

Shravan 17, 2079.

Tables of Contents

S.N.	Topics	Page No.
	Title Page	ii
	Foreword	iii
	Acknowledgements	v
	Tables of Contents	vi
	Abbreviations	vii
1	Chapter One: Introduction	1-6
1.1	Context and Rational	1
1.2	Propose of the Plan	1
1.3	Process of Preparing the Plan	2
1.4	Involvement of the Stakeholders in Strategic Planning	3
1.5	Components of Strategic Plan	6
1.6	Scope of the Plan	6
2	Chapter Two: Institutional Profile	7-25
2.1	Overview of the Catchment Area	7
2.2	Description of the Institution	8
2.3	Status of Human Resource	12
2.4	Institutional Management:	17
2.5	Economic and Financial Management	21
2.6	Research and Publications:	24
2.7	Extra Curricular Activities	24
3	Chapter Three: Situation Analysis	26-41
3.1	Introduction	26
3.2	Baseline situation	26
3.3	Review of previous strategic planning	28
3.4	SWOT analysis	30
3.5	Key expected outcomes	38
4	Chapter Four: Strategic Plan	42-66
4.1	Motto, Vision, Mission, Core Values, Goals and Strategies	42
4.2	Goals, objectives and strategies	42
4.3	Action plan	52
	References	67

Abbreviations

AD	Anno Domini
Asst.	Assistant
B. A.	Bachelor Of Arts
B. B. A.	Bachelor of Business Administration
B. B. S.	Bachelor of Business Studies
B. Ed.	Bachelor of Education
B.Sc.	Bachelor of Science
BCA	Bachelor in Computer Application
BHM	Bachelor in Hotel Management
BICTE	Bachelor in Information and Communication Technology in Education
BS	Bikram Sambat
BSW	Bachelor in Social Work
C	Centigrade
CBOs	Community Based Organizations
CMC	Campus Management Committee
COC	Campus Operation Committee
COVID	Corona Virus Diseases
DCC	District Coordination Committee
DMC	Dhawalagiri Multiple Campus
Dr.	Doctor
FSU	Free Student Union
GHC	Grievance Handling Committee
GOs	Governmental Organizations
HOD	Head of Department
IEd	Intermediate in Education
INGOs	International Non- Governmental Organizations
IQAC	Internal Quality Assurance Cell
IT	Information and technology
M. Phil.	Master of Philosophy
M.A.	Master of Arts
M.B.S.	Master of Business Studies
M.Ed.	Master of Education
Mgmt.	Management
NGOs	Non- Governmental Organizations
PCL	Proficiency Certificate Level
PG	Postgraduate
Ph. D.	Doctor of Philosophy

PIC	Public Information Cell
Prof.	Professor
PRT	Peer Review Team
QAA	Quality Assurance and Accreditation
RMC	Research Management Cell
SAT	Self Assessment Team
SP	Strategic Plan
SPC	Strategic Plan Committee
SQC	Student Quality Circle
SSR	Self Study Report
SWOT	Strength Weakness Opportunity and Threats
ToR	Terms of References
TT	Table Tennis
TU	Tribhuvan University
TUEA	Tribhuvan University Employees' Association
TUTA	Tribhuvan University Teachers' Association
UG	Undergraduate
UGC	University Grants Commission
WWW	World Wide Web

CHAPTER: ONE

INTRODUCTION

1.1 Context and Rational

This Five-Year Strategic Plan (2079/80-2084/85) has been developed with a view to materialize the vision of Dhawalagiri Multiple Campus (DMC), ensuring institutional activities in a planned manner. The strategic plan also aims to upgrade infrastructure, conduct policy and system reforms, development of research and tutorial activities, maintain sustained evaluation system, enhance learning resources and information system and promote student support, among others.

In this context, DMC must frame a long term vision. Moreover, the policy of the campus should be systematic and in a planned way so that in the upcoming days, this institution can be developed as a renowned higher education institution. Owing to the same fact, this strategic plan has been prepared which is anticipated to be another milestone for the progress of the physical and academic environment along with the enhancement of human resource efficiency.

The purpose of the Strategic Plan is to specify and execute the fundamental role of the higher education institute in the context of multiple and changing demands- locally, nationally and globally. Shorter five-year cycles of planning and implementation will be located within this broader framework so as fully to exploit the dynamic nature of change that must sustain the vibrancy and responsiveness within the envisioned trajectory of the campus that is firmly located in the intersection of two highway- Mid-hilly highway and Kaligandaki corridor.

It is mandatory to have strategic planning to achieve the goal of infrastructural, pedagogical and human resource development in an academic institution. Change will be felt in the performance of the faculty, staff and students in the process of implementing the strategic plan.

To bring visible change in the educational institution aiming to enhance pedagogical quality, an integrated development scheme of tutorial activities and evaluation system, research and consultancy, information on institutional status, the infrastructure and physical facilities, participation of the community people, resource generation & financial management among others is to be maintained. DMC has retrospectively observed these aspects prior to the confirmation of the strength, weaknesses, opportunities, threats and relevant goals, objectives and strategies as well in course of planning process of the current strategic plan. The strategic planning (2079/80-2084/85) has been developed which will bring the desired change in overall delivery of the campus.

1.2 Propose of the Plan

Each plan is formulated to serve and enhance some purpose. The main purpose of this plan is to develop all the components required to ensure qualitative educational environment in this campus. The campus has set the following specific objectives:

- I. To assess the current situation of the campus in terms of human resource, physical infrastructure and institutional achievement
- II. To analyze challenges and prospects
- III. To identify and best utilize available resources
- IV. To enhance the sustainability and educational quality of the campus
- V. To incorporate ideas of all stakeholders and introduce further programs
- VI. To make action plan for the development of the campus
- VII. To select and design strategies for further success
- VIII. To prioritize programs
- IX. To ensure smooth operation of the campus

1.3 Process of Preparing the Plan

IQAC has formed a strategic planning committee of five members for the completion of the project. Committee started the task of Strategic planning by collecting online and written inputs of the academic staff, after reviewing the strategic plan articles in an internet, some Strategic Planning Templates provided by UGC, some strategic planning prepared by other higher education institutions and corporate sectors. After the consultations with all the stakeholders of the campus, the Strategic Planning Committee (SPC) came with an initial draft of Strategic Plan 2079/80-2083/84, it has been finalized by the strategic planning committee and approved by Campus Operation Committee.

The mission statement, vision statement, institutional goals and value will be the supporting elements that provide the guidance for the planning process. In Phalgun, 2078, the agenda was tabled in the meeting of DMC administration to initiate the process of developing next five-year institutional Strategic Plan. An institutional Strategic Planning Committee, (SPC) consisting of assistant campus chiefs, faculties and non-teaching staff was formed and the committee coordinated with academic heads, administrators, students and external stakeholders of the campus to take advantage of our collective creativity, dedication and expertise to formulate the future plan with broader perspectives and engagement. With the tacit approval of the Campus Operation Committee, the plan has obtained its final shape. This plan has incorporated views, opinions, suggestions and directions from the intellectuals, politicians, social workers, teachers, officials, guardians, students, and others. The following procedural steps were followed while drafting the strategic planning:-

First step:

- Defining the institutional planning
- Delineating the scope of the institutional problem
 - Studying “What has happened”
 - Determining “What is” Versus “What should be”
- Resources & constraints
- Establishing educational planning, parts & Priorities

Second Step:

- Analyzing the planning program area
- Study Areas & System of Sub-Areas
- Gathering data & information

- Tabulation of data
- Forecasting

Third Step:

- Conceptualizing & Designing
- Identifying prevailing trends
- Establishing goals & objectives
- Designing plans

Forth Step:

- Evaluating the plans
- Planning through simulation
- Selecting plans

Fifth Step:

- Specifying the plan
- Problem formulation
- Reporting results.

The committee (SPC) prepared the first draft of the Strategic plan after the process mentioned above and Campus Operation Committee was briefed to obtain additional feedback including emerging themes and directions. Additionally, input prior to initial draft of the strategic plan was collected as follows.

- Sample Survey of faculties and employees to assess early perspectives and ideas
- Group consultations with the student representatives
- Representatives of local community
- Online and virtual technology was instrumental in engaging hundreds of students and faculties/employees throughout the process

1.4 Involvement of the Stakeholders in Strategic Planning

1.4.1 Participants of the Strategic Plan

Strategic plan has been prepared with the collective participation of Campus Operation Committee, founding members, and their family members, social workers, academicians, educationists, Strategic Planning Committee, faculty coordinators, Head of departments, teacher and students. Encouraging support and best wishes of the parents, businessperson and other stakeholders will be imperative upon its successful implementation.

1.4.2 Stakeholders

There are different individuals and institutions who are concerned with the campus. Those who can affect the campus and can be affected by it are known as the "stakeholders" of the campus. Our major stakeholders include the following: -

Campus Operation Committee
Campus Executive Committee

Campus Administration
 Department Heads /Coordinators
 TUTA and TUEA
 Committees under Quality Enhancement Mechanism
 Faculties
 Non-teaching staffs
 Free Students union
 Students Organizations
 Student Quality Circle
 Students
 Alumni Association
 Guardians
 Local level authorities, political parties and local Community
 Donor Agencies
 Tribhuvan University
 University Grants Commission (UGC)
 Government of Nepal (DCC/ Municipalities/ Rural Municipalities)

The stakeholders and their regular meeting and concern is vital to identify and confirm the strength, weakness, challenges and the opportunities of the campus. Stakeholders' common diagnostic finding is the basis of the remedy for addressing various grievances of the campus that ultimately functions as the key to broaden the catchment area, exalt the comprehensive quality and attract the students from those areas. Some donors have founded the scholarship trust that has been an effective privilege to educate outstanding and marginalized students who have financial problem to attain their higher educational aspiration. The campus is striving to achieve higher level of efficiency for credible and eminent output in a peaceful and inspiring environment utilizing the joint effort.

The collective efforts of all stakeholders are the main driving force of any organization or institution and the effort and contribution of the stakeholders of this campus is commendable. It has repeatedly been reflected through their role performed in course of the development of this campus. They have been supporting the campus in various ways. Some of the stakeholders who provided crucial guidelines in course of identifying the gaps between the expectations and improvement of the campus and the key areas that the campus needs to priorities are as follows:

- I. Human Resource Management
- II. Infrastructure development
- III. Teaching learning practices
- IV. Research and development
- V. Resource mobilization
- VI. Sustained quality and accessibility

I. Campus Administration

Day-to-day activities of the campus are conducted under the leadership of the Campus Chief. Campus chief is appointed by the central executive body of the TU on the recommendation of campus operation committee in autonomous campus of TU. The Rector as per the recommendation of the Campus Executive Committee appoints assistant Campus Chiefs. Campus Chief, Assistant Campus Chiefs and Student Welfare Chief are the executive administrators of the constituent/autonomous campus. These administrators are responsible for the day to day administration, TU policy and programme implementation, enhancement of the educational quality by mobilizing the existing man power, including teachers and administrative staffs, monitoring and co-ordination among campus operation committee, campus staffs, community, guardians and other social institutes and perform regular and casual duties and others. General Assembly is organized every year and the progress report of the campus is presented in the assembly along with collection of policy recommendation of the stakeholders. Besides, programs are organized to discuss, interact and consult with the parents.

II. Campus Operation Committee (COC)

COC is the operational body nominated by the executive body of TU as per the autonomy act of TU. The main functions of COC include planning, implementing, managing and monitoring the development policy of the campus as per the TU autonomy act.

III. Teachers' Association, Employee's Association and Free Student Union

Tribhuvan University Teachers' Association (TUTA) functions as the umbrella organization of faculties and non-teaching staffs are organized under Tribhuvan University Employee's Association (TUEA). The Chairpersons of the associations represent in the COC as an ex-officio member. Similarly, Free Student Union (FSU) is the organization of students and the representatives of the students, elected as per the Free Student Union Election rule of TU, functions as the bridge between students and administration and the pressure group of the students as well. The president of FSU represents in the COC as an ex-officio member.

IV. Tribhuvan University

TU is the mother organization of all the constituent/autonomous and affiliated campuses. As the constituent/autonomous campus of TU this campus runs all the programmes as per the directives of TU.

V. Local Administrative Bodies

Local administrative bodies are District Administrative Office, Office of District Coordination Committee (DCC), Office of Baglung Municipalities and security forces.

VI. University Grants Commission (UGC)

UGC is a prominent source of the resources and support for the development of this campus.

1.5 Components of Strategic Plan

The strategic plan includes multiple components with specific purpose. These components are planning tools used either separately or in-group. One of the purposes of confirming the components of planning is to ensure these individual components, which are aligned with each other and mutually supportive elements. In addition to the vision and mission statement, institutional goals, norms and values provide the supporting references for establishing the context connected to the strategic plan. These supporting elements afford specific points of guidance in the planning process. The vision statement is the expression of institutional aspiration, and is based on analysis of the institution's environment. Institutional goals provide the mechanism for evaluating progress toward the vision. The corresponding objective and strategies will help to achieve set goals over the specified time. The defined components of the plan are as follows: -

- One-year plan/five-year plan
- Objectives/expected outcomes
- Methods/strategy of implementation
- Budget estimate
- Stakeholders
- Institutional profile
- Vision, mission, goals
- Program
- UGC

1.6 Scope of the Plan

Enhancing institutional efficiency, creating academic environment, improvement in teaching learning and assessment system, upgrading the competence and performance of the faculty and staff, strengthening and integrating research and teaching, collaboration with other organizations and community are the scope of strategic planning. In addition, this campus is the constituent campus of Tribhuvan University and recently obtained autonomy that entails broader collaboration and consultation with local communities. One very special privilege of this campus is its location, a prime location of Dhawalagiri area, a broader catchment area with regard to student flow although the transportation facility is not much credible. DMC has been maintaining good relation with social and political institutions. Its affiliation with local, provincial, national and international donors and agencies and so forth shows its better scope.

CHAPTER: TWO

INSTITUTIONAL PROFILE

2.1 Overview of the Catchment Area

2.1.1 Geographical Setting:

DMC is situated in the lap of Mt. Dhawalagiri. It faces the Kalika Bhagabati Temple in the east and the Kaligandaki River in the North East. Other details of Baglung district are given below:

Ecological region – Hilly region

Latitude – 28^o26' North - 28^o15'59" North

Longitude – 83^o59' East - 83^o35'59" East

Elevation- 960 meter

Temperature – Maximum: 32.30^o C, Minimum: 7.50^o C

2.1.2 Social, Cultural, Economic and Political Setting

Social/Cultural Setting:

Dhawalagiri area is the catchment area of this campus, which is multi-ethnic, multi-cultural and multi-lingual area. The people of this area belong to Brahmin, Chhetri, Newar, Magar, Gurung, Dalit and other communities. Some of the ethnic groups have their own mother tongues while most of them use Nepali language. Cultural diversity is noticeable among the ethnic groups too. Wide varieties of traditional rites, rituals, food and dress have enriched the ethnic composition of this area. The socio-cultural diversity is reflected through the ethnic and non-ethnic composition of the students in this campus too.

Economic Setting:

Mostly DMC students are from agrarian family with low or middle economic status. People of the catchment area of the campus are involved in different occupations as given below:

- Agriculture
- Joining british/Indian army
- Industry
- Business and trade
- Foreign employment
- Governmental job

In addition to TU Fund, the main sources of income of this campus include student fees (for locally run programs), part of the admission fees, certificate and recommendation letter fees, rents from the shopping complex shutters, income from the grass of the campus compound.

Political Setting of the catchment area

Province: Gandaki

District: Baglung, Parbat, Myagdi

Location of the campus

Municipality: Baglung

Ward: 1 & 2

Boundaries: East – Parbat district, West – Pyuthan and Gulmi district, North – Myagdi district, South – Parbat district.

2.1.3 Educational Status and Scope:

DMC was established in 2019 B.S. It has been offering B.A., B.B.S., B. Ed., B.Sc. M.A, M.Ed. and M.B.S. program with a variety of subjects for specialization.

S. N.	Year	Description.	Remarks
1	2019	Campus established	
2	2023 Jestha	PCL level affiliated to T.U.	
3	2035-036	Started bachelor level classes in humanities.	
4	2042-43	PCI level classes of law started. Campus enhanced to Multiple status.	
5	2051	Classes of bachelor level (affiliated to TU) in Education started so as to retain the multiple status of the campus (after T.U. adopted the policy to phase out PCL level classes in law).	
6	2058	Three year B Ed. programs included as the regular programs of TU; BBS classes started	
7	2059/60	Classes of sociology anthropology in master level started.	
8	2060/61	One year B Ed. classes and Nepali in Master level Humanity) classes started	
9	2066/67	M Ed. classes of curriculum and evaluation and Nepali started,	
10	2068/69	Classes of MBS started, Classes of B Sc. started.	
11	2075/076	Classes of BBA started	

Source: Campus administration, 2079.

2.2 Description of the Institution

2.2.1 Historical Background

Established in 2019, Dhawalagiri Multiple Campus (DMC) stands as one of the prides of the people of Dhawalagiri area. The aspiration of the commencement of an institution imparting higher level education in Baglung Bazaar area, the administrative and trade centre of four districts (Baglung, Parbat, Myagdi and Mustang) was profoundly higher at the time when many campuses were mushrooming in different parts of the country after the establishment of Tribhuvan University in 1959 (2016 BS). Establishment of DMC is the outcome of such an aspiration and an integrated effort of the people of Dhawalagiri area. The development and expansion of the campus is largely the result of the contribution of the untiring stakeholders of these four districts, known as Dhawalagiri area.

The classes of DMC were conducted earlier in the founding period in the school building of Vidyamandir High School, a reputed school of Baglung Bazaar, located at Baglung Municipality (ward No:3) in the night shift but now it has been able to build its own buildings from the financial and logistic support of the reverent inhabitants of Dhawalagiri area. DMC has been working on the institutional aim of becoming the Centre of Academic Excellence in the country.

DMC not only believes in imparting quality education but also focuses on preparing competent citizens ready to face challenges of the future. Hence, DMC has been an ideal abode for hundreds of education enthusiasts especially from Dhawalagiri area. It would not be an exaggeration to state that DMC is one of the very few leading campuses in the nation imparting quality education through student-oriented and globally-applied strategies, including case studies, presentations, group discussions, seminars, workshops, field visits, surveys and others to enable the students to face the national and global challenges.

DMC has been the prime choice of cream students from all over Dhawalagiri area. DMC will provide opportunities for students on an individual and group basis to develop social, intellectual and practical skills in the discipline of the choice. DMC aims to enhancing student's institution attachment through the provision of enhanced learning resources and develop a love of lifelong learning and research. Students will be encouraged to develop their personal leadership skills, and will be provided with many opportunities to interact with faculty and practitioners alike.

A careful blend of traditional classroom with more contemporary techniques of learning is key to increase overall learning efficiency. DMC has a team of dedicated faculty members with diverse academic backgrounds to deal with academic issues. They simplify and generalize the complex matter with the help of proven teaching approach. The focus of the teaching pedagogy as a whole is to stimulate the students in a way that promotes the internalization and confidence building of the students rather than distressing tradition of examination based rote learning. The assignments, project work and case analysis are designed to support students to have the desired competence and confidence in the competitive world. The overall composition of the tutorial program is oriented to preparing students for high-level professional responsibilities. Because of these approaches, DMC graduates have held eminent position in bureaucratic, academic, commercial and social/political field throughout the country and outside as well.

2.2.2 Physical Infrastructures:

Construction of physical infrastructure is vital to promote capacity building and educational environment of the educational institute. The efforts have been made reciprocally for the development of physical infrastructure along with the addition of educational programs in this campus. The detail of physical infrastructure of this campus is as follow: -

I. Land and Building:

S.N.	Description	Number	Remarks
1.	Total area of Land	88.2 Ropani	
2.	Total no. of buildings (Teaching and administrative)	6	
3.	Total number of rooms (for classrooms, administration, library, lab)	52	
4.	Canteen	1	
5.	Toilet	6	
6.	Temple	1	
7.	Free students' union building	1	
8.	Parking	1	
9.	Stage	1	
10.	Teachers accommodation (with 20 rooms, 2(with 5/5 rooms)	1	
11.	Boys hostel (with 12 rooms)	1	
12.	Girls Hostel (42 rooms)	1	
13.	Toilet (for hostel and teachers quarter)	6	
14.	Library	1	
15.	E-library (under construction)	1	
16.	Shopping complex with 18 shutters (fund granted by TU)	2	
17.	Science lab (with shopping complex having 8 shutters at the front side and 4 lab rooms in the back side)	1	

II. Furniture and other equipment

S. No.	Items	No.
1	Daraj (Khapa Bhayako)	40
2	Daraj (Khapa naBhayako)	58
3	Table (Gharawal)	2
4	Table normal	60
5	Table Working	3
6	Table Counter	3
7	Class Desk	40
8	Chair Form	120
9	Class Bence	35
10	Chair normal	170
11	Bed	140
12	Computer Table	26
13	Cup Board Rack	13
14	APC Letter Board	4
15	Wodden Ladder	1
16	Office Table	36
17	Cabinet Daraj	2
18	Wodden Box	2
19	Card Cabinet Tray	5
20	Ordinary Tray	1
21	Laptop	18

22	Net working Set	1
23	Notice Board	2
24	Scanner	1
25	Stool (Wooden Chair)	70
26	Typewriter English	2
27	Typewriter Nepali	4
28	Litho Machine	1
29	Table(Heavy)	6
30	mobile	2
31	Cheque Writer Machine	1
32	Printer	9
33	Arm chair	2
34	lecture Stand	23
35	Double Desk Bench	434
36	Class Box Desk	36
37	Recorder	1
38	Book Rack (Daraj) large Double	5
39	Book wrack (Daraj) Small Double	5
40	Graphic Tablet	9
41	Panas	2
42	C.C Camera	14
43	LCD Projector	15
44	Electronic Attendance Device	2
45	Television	1

46	Axe	1	83	Practical Table	32
47	Almari (4 step)	1	84	Double Step Table	2
48	Chair	50		G. M. Counter set with B1 Gama source	1
49	T.T. Board	2	85	Audio frequency function generator	1
50	T- Table	5	86	Medical Microscope	2
51	Channel Gate	2	87	Binocular microscope	12
52	Sofa	6	88	Potentiometer	4
53	Fan	13	89	GPS meter	1
54	Telephone Set	7	90	Laminar air flow	1
55	Fog Machine	1	91	Electronic balance	4
56	Daraj (Single)	4	92	Glass dryer	5
57	Photocopy Machine	3	93	Plant growth chamber	2
58	Fax Machine	2	94	Orbital shaker	1
59	Desktop Computer	75	95	Gayanometer	5
60	Steel Book Rack	16	96	Digital Balance	1
61	Steel Table	5	97	Stop Watch	6
62	Steel Daraj	25	98	Spectro meter	1
63	Cabinet Daraj	3	99	Autoclave	2
64	Steel Filing Cabinet Daraj	5	91	P.H Meter	1
65	Revolving Chair	30	92	Student Microscope	10
66	Table(steel+Wooden) Computer	13	93	Dissection Microscope	6
67	Card Cabinet	2	94	Oven 12×12Sonar	1
68	Fax table	1	95	Incubator 12×12Sonar	2
	Double Class Desk Bence (Iron+Wood)	24	96	Travelling Microscope	1
69	Daraj(Science Lab)	6	97	Sonometer	2
70	Euro Guard dispenser	2	98	Newton Ring App	2
71	Box (Magazine holder)	1	99	Optical Bench 1.5Mtr.	2
72	White Board	49	100	Flow Meter	3
73	Solar	3	101	Gyroscope	3
74	Book Rack (Double Tasi)	7	102	Carry Roster Bridge	4
75	U Wash (Vehicles stop Stand)	3	103	Volt meter	10
76	Amplifier	2	104	Micro Meter	8
77	Speaker Box	12	105	Camical Balance	1
78	Rostam	2	106	Desicatio	1
79	Iron Stand	6	107	Refrigerator	3
80	Motor (Water supplier)	2	108		
81	UPS (Back up)	4			

Source: Campus store section, 2079, Ashad.

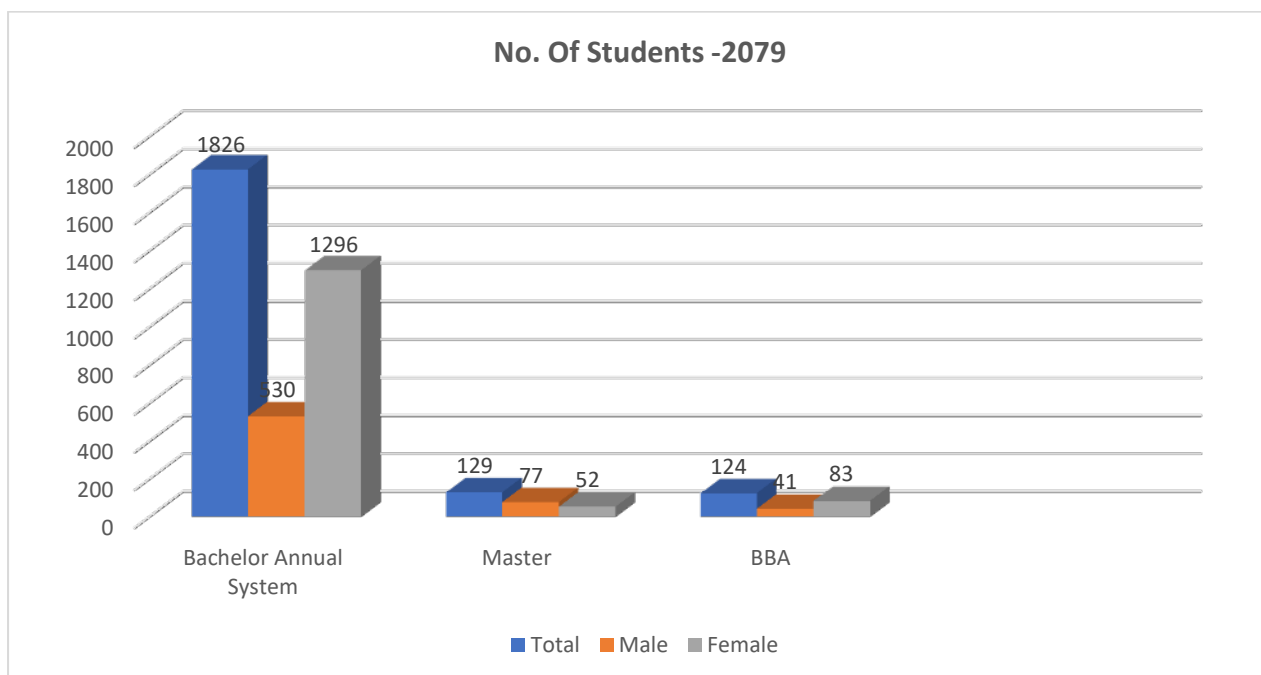
In addition to the accessories and equipment mentioned above, other lab equipment and other devices are: four labs for botany, chemistry, zoology, and physics with lab equipment such as dissecting Microscopes (12), medical microscopes (2), hot air oven (1), differentiating grating (5), and other necessary equipment, charts, tables, cupboards, stools, chairs etc.

2.2.3 Student Enrolment and Composition

S.N.	Programs/ Level	Number of Students (2079 BS)		
		Male	Female	Total
1	Bachelor in Arts, BA	39	60	99
2	Bachelor in Education, BEd	149	592	741
3	Bachelor in Business Studies, BBS	318	600	918
4	Bachelor in Science, BSc	24	44	68
5	Bachelor in Business administration, BBA	41	83	124

Total (Bachelor Level)		571	1379	1950
6	Master level in Arts (Sociology)	22	6	28
7	Master level in Education (Nepali)	4	6	10
8	Master level in Education (Curriculum)	21	2	23
9	Master in Business Studies, MBS	30	38	68
Total (Master Level)		77	52	129
Grand Total		648	1431	2079

Source: Campus Exam Section, 2079 Srawan.



Total no. of students in last five years

Programme	Year	2074	2075	2076	2077	2078
Bachelor level		1407	1469	1816	1909	1893
Master level		121	119	159	110	113
Total no. of students		1528	1588	1975	2019	2006

Source: Campus profile, 2078.

2.3 Status of Human Resource

Educational Institutes are the medium of producing more advanced and skilled human resources. Human resource is the dynamic force for the effective implementation of the policies and programme designed to enhance the educational standard. This campus has introduced Human Resource Development Plan and the actions planned for the year 2078/79 has mostly been implemented. The Human Resource Development Plan consists of the analysis of the existing provision, need, future plan, required human resource and the efficiency enhancement plan including training/workshop and study leave facilities for the faculties and staffs.

The plan will be updated annually as per the changing context of the human resource provision. The job description/ToR, of all the teaching and non-teaching staffs including the administrative post

bearers, based on the TU rules and provision of the campus, has been endorsed and assigned all the staffs of the campus with their specified responsibility. T.U. policies and programmes are the crucial guidelines of educational quality initiatives and implementation efforts by mobilizing the required man power, including teachers and administrative staffs, infrastructural management and development, co-ordination among Campus staffs, community, guardians and other social institutes. At present, the campus has altogether 75 teaching staffs and 25 non-teaching staffs.

2.3.1 Student-Teacher Ratio

The total number of students studying in the campus is altogether 2079 in academic year 2078/2079 B.S. while the number of teachers is 75. So the student-teacher ratio in the campus is approximately 27.72:1. This means there is nearly one teacher for 28 students. However, there is no uniformity in the ratio for all subjects. The number of students in Humanities specifically in political science and history is decreasing whereas the permanent man power in these subjects is more than enough. On the other hand, the number of students in Bachelor level management is high and the man power for the management classes is comparatively insufficient. Bachelor level science programme and all the programmes of master level are fully relying on part time teachers.

2.3.2 Administrative Staff

I Administrative Personals and Staffs

Details of the administration of DMC Baglung.

S.N.	Name	Designation	Contact No.
	Prof. Dr. Ram Prasad Upadhaya	Campus Chief	9857623998
	Lecturer Tilak Prasad Kandel	Asst. Campus Chief	9857620353
	Lecturer Hari Prasad Pandeya	Asst. Campus Chief	9847620978
	Lecturer Hira Lal Regmi	Asst. Campus Chief	9857620703
	Lecturer Kamal Sharma	Student Welfare Chief	9857622202

2.3.3 Academic Staffs

I. Current Academic Heads of the Institution:

S.N.	Name	Department/Program
1	Pro. Dr. Din Bahadur Thapa	Nepali
2	Govinda Prasad Sharma Kandel	History
3	Dr. Sudarsan Silwal	Economics
4	Bishwobandhu Adhikari	Sociology/ Anthropology
5	Bijaya Raj Panta	English
6	Balaram Sharma	Practice Teaching
7	Kul Prasad Adhikari	Education
8	Biplav Sharma	BBA Coordinator
9	Yam Prasad Sharma	Management
10	Dr. Prakash Prasad Sapkota	B.Sc. Coordinator
11	Ramraja Kandel	Research Chief (Mgmt.)
12		

Campus Chiefs of the last ten years:

S.N.	Name	From	To	Remarks
1	Ananda Raj Silwal	2069/01/27	2073/01/26	4 years
2	Govinda Raj Gautam	2073/01/27	2073/02/20	For Campus Chief
3	GovindacRaj Gautam	2073/02/21	2073/05/20	3 months
4	Dr. Ishwori P. Kandel	2073/05/21	2073/08/18	3 months
5	Prof. Dr. Ram Prasad Upadhyaya	2073/08/19	Till now	Running

2.3.4 Staffs Description

I. Faculties (Teaching Staffs):

Professor	Reader	Lecturer	Instructor	Teaching Assistant	Fulltime	Course Contract	Part Time	Total
2	3	29	1	5	23	8	4	75

Details of Teaching Staff

S.N.	Name	Qualification	Position	Full time/ Course Contract/ Part time
1	Prof. Dr. Ram Prasad Upadhyaya	Ph.D. in History	Professor	Permanent
2	Prof. Dr. Din Bahadur Thapa	Ph.D. in Nepali	Professor	Permanent
3	Bishnu Prasad Sharma	M.A. in History	Associate Professor	Permanent
4	Govinda Pd. Sharma Kandel	M.A. in History	Associate Professor	Permanent
5	Dr. Sudarsan Silwal	Ph.D. in Economics	Associate Professor	Permanent
6	Anandaraj Silwal	M.A. in Nepali	Lecturer	Permanent
7	Sheskanta Rijal	M.A. in Nepali	Lecturer	Permanent
8	Dhrubaraj Gautam	MBA in Managemt	Lecturer	Permanent
9	Bishwo Bandhu Adhikari	M.A. in Sociology	Lecturer	Permanent
10	Bijayaraj Panta	M.A. in English	Lecturer	Permanent
11	Balaram Sharma	M.Ed. in English	Lecturer	Permanent
12	Dammar Bahadur B.K.	M.A. in English	Lecturer	Permanent
13	Kul Prasad Adhikari	M.Ed. in Math	Lecturer	Permanent
14	Dipak Pd. Sharma Kandel	M.A. in Economics	Lecturer	Permanent
15	Hira Lal Regmi	M.A. in Economics	Lecturer	Permanent
16	Bhakti Ram Neupane	M.A. in Economics	Lecturer	Permanent
17	Tilak Prasad Kandel	M.A. in English	Lecturer	Permanent
18	Prakash Sharma	M.A. in English	Lecturer	Permanent

19	Udaya Chandra Chapagain	M.A. in English	Lecturer	Permanent
20	Dr. Dilli Raj Gautam	M.A. in Political Science	Lecturer	Permanent
21	Govinda Raj Gautam	M.A. in Political Science	Lecturer	Permanent
22	Ganesh Prasad Sharma	M.A. in Nepali	Lecturer	Permanent
23	Hari Prasad Pandey	M.A. in Nepali	Lecturer	Permanent
24	Hari Prasad Sharma	M.A. in Nepali	Lecturer	Permanent
25	Biplav Sharma	MBS in Management	Lecturer	Permanent
26	John Bajracharya	MBS in Management	Lecturer	Permanent
27	Shivasaran Gyawali	M.A. in Nepali	Lecturer	Permanent
28	Shiva Prasad Poudel	M. Ed. in Curriculum	Lecturer	Permanent
29	Chudamani Pokhrel	M.Sc. in Math	Lecturer	Permanent
30	Kamal Sharma	M. A./M.Phil. in English	Lecturer	Permanent
31	Bhawana Parajuli Lamsal	MBA	Lecturer	Permanent
32	Prem Bahadur KC	M.Ed. in Health	Lecturer	Permanent
33	Dipendra Jaishi Chhetri	M.Ed. in English	Lecturer	Permanent
34	Swosti Sharma	M. Sc. in Botany	Lecturer	Permanent
35	Om Prasad Sharma	M.Sc. in Math	Instructor	Permanent
36	Ram Chandra Sharma	M.A. in History	Teaching Assistant	Contract
37	Pramila Rabhandari	M.A. in Economics	Teaching Assistant	Contract
38	Yam Prasad Sharma	MBS	Teaching Assistant	Contract
39	Ramraja Kandel	MBA in Management	Teaching Assistant	Contract
40	Dr. Prakash Prasad Sapkota	M.A. in Anth./M.Sc. in Botany	Teaching Assistant	Contract
41	Dev Bahadur Kshetri	M.Ed./ M.Phil. in Math		Full Time Teacher
42	Saroj Raj Panta	M.A. in Sociology and Anthropology		Full Time Teacher
43	Shyam Prasad Sharma	M. A./M.Phil. in English		Full Time Teacher
44	Bishnu Pd. Chapagain	M.A. in Math		Full Time Teacher
45	Saraswoti Sharma	M.Ed. in Health		Full Time Teacher
46	Yam Bahadur Pokhrel	M.Sc. in Zoology		Full Time Teacher
47	Ramji Prasad Subedi	M.A. in Nepali		Full Time Teacher
48	Dal Bahadur Thapa	M.A. in Math		Full Time Teacher
49	Kedarnath Sharma	M.Ed. in Health		Full Time Teacher
50	Narayan Prasad Paudel	M.A. in Nepali		Full Time Teacher
51	Narendra Pratap Singh Budhathoki	M.Sc. in Chemistry		Full Time Teacher
52	Dammar Singh Khatri	M.Sc. in Zoology		Full Time Teacher
53	Reshamlal Sapkota	MBS		Full Time Teacher
54	Khagaraj Sharma	MBS		Full Time Teacher
55	Lakhan Thapa	M.Sc. in Chemistry		Full Time Teacher
56	Pradip Panta	M.A. in English		Full Time Teacher
57	Man Bahadur Roka	M.Sc. in Physics		Full Time Teacher
58	Nabaraj Sharma	MBS		Full Time Teacher
59	Gyanendra Pd. Sharma	M.Sc. in Physics		Full Time Teacher

60	Roshan Kshetri	M.Sc. in Botany		Full Time Teacher
61	Netralal Neupane	M.A. in English		Full Time Teacher
62	Subhash K.C.	MBS in IT		Full Time Teacher
63	Ganesh Prasad Sharma	M.A. in English		Course Contract
64	Balkrishna Sharma	M.Ed. in English		Course Contract
65	Shiva Prasad Padhya	M.A. in English		Course Contract
66	Hansha Bahadur Sarki	M.Ed. in Curriculum	Contract Teacher	Course Contract
67	Yam Prasad Sharma	M.Ed. in Health	Contract Teacher	Course Contract
68	Kedar Nath Poudel	MBS in IT		Course Contract
69	Govinda Rana	M.Sc. in Zoology		Course Contract
70	Bharatraj Ojha	M.Sc. in Botany		Course Contract
71	Rabindra Poudel	M.Sc. in Physics		Course Contract
72	Netraraj Silwal	M.A. in Economics	Part time teacher	Part time
73	Kulraj Sharma	M.A/M.Ed. in Nepali	Part time teacher	Part time
74	Balkrishna Kandel	M.A. in English	Part time teacher	Part time
75	Ramakanta Sharma	MBS	Part time teacher	Part time

II. Staffs (Non-teaching):

Section officer	Head Assistant	Assistant	Helper	Total
4	9	4	8	25

The details of non-teaching staffs of this campus:

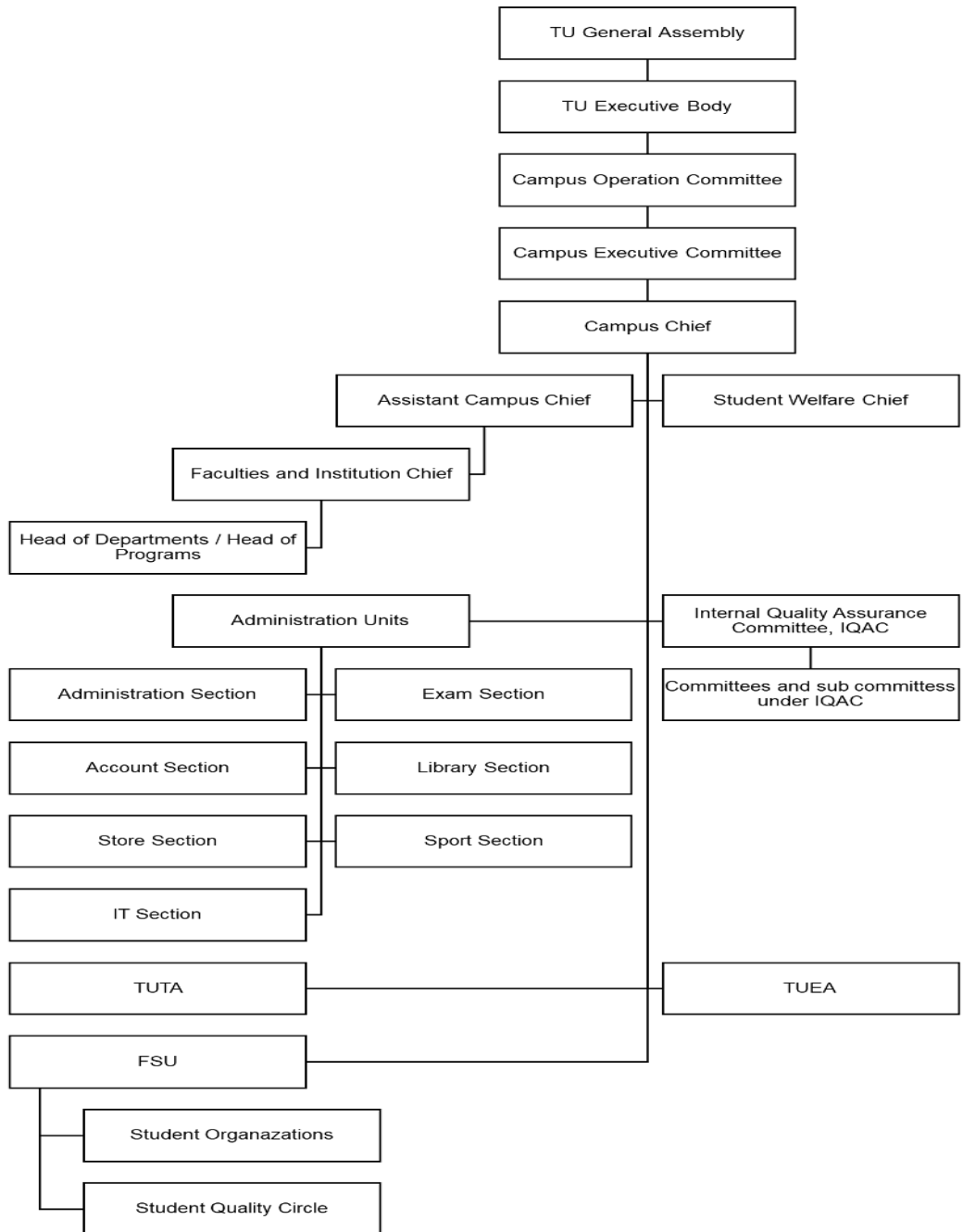
S.N.	Name	Qualification	Position	Type of Tenure (Full time/part time/Visiting)
1	Narayan Prasad Sapkota	B.A.	Section Officer	Permanent
2	Kalpana Regmi	M.A. in Sociology	Section Officer	Permanent
3	Ambika Regmi	M.A. in Sociology	Section Officer	Permanent
4	Hum Bahadur Thapa	BBS	Section Officer	Permanent
5	Shiva Prasad Padhya	M.A. in English	Head Office Assistant	Permanent
6	Kalpana Sharma	B.A.	Head Office Assistant	Permanent
7	Motikala Sharma	B.A.	Head Office Assistant	Permanent

8	Shivaraj Panta	M.A. in Sociology	Head Office Assistant	Permanent
9	Shanti Kumari Regmi	B.A.	Head Office Assistant	Permanent
10	Prabina Kumari Regmi Parajuli	B.B.S.	Head Account Assistant	Permanent
11	Bhupal Chalise	M.A. in Sociology	Head Office Assistant	Permanent
12	Ananda Pathak	B.Ed.	Head Assistant (IT)	Permanent
13	Dolendraraj Sharma	S.L.C.	Office Assistant	Permanent
14	Rupadevi Sapkota	B.Ed.	Office Assistant	Permanent
15	Gitadevi Sharma	I.Ed.	Library Assistant	Permanent
16	Mrs. Sangita Sharma	I.Ed.	Office Assistant	Permanent
17	Surya Prasad Gautam	I.Ed.	Office Assistant	Permanent
18	Thakur Prasad Acharya	Literate	Office Attendant	Permanent
19	Mahendra Garbuja	Literate	Office Attendant	Permanent
20	Shiva Kumar Shrestha	Literate	Office Attendant	Permanent
21	Tulki Jaisi	Literate	Office Attendant	Permanent
22	Bindu Sharma	Literate	Office Attendant	Permanent
23	Laxmi Jaisi	Purba Madhyama	Office Attendant	Permanent
24	Chitraraj Panta	Literate	Office Attendant	Full Time (Temporary)
25	Binod Thakuri	Literate	Office Attendant	Full Time (Temporary)

2.4 Institutional Management:

Institutional management refers to the overall management of the institution to fulfill its aims and objectives. The concerned authorities should ensure that academic, administrative, financial and managerial duties and activities are being performed effectively and efficiently. The efforts to enhance the overall quality of the campus has been concentrated collectively to enhance the campus eligible to quality assurance accreditation and maintain consistent provision for sustained quality. To execute the common aspiration of sustain quality; the campus had promoted team spirit and accountability. The procedures and job responsibility of all the staffs, committees, departments/faculties and sections have been maintained and the provision of monitoring has been introduced. The policies for human resource construction, repairing and maintenance and sustained academic quality have been introduced for the better management of the institution.

2.4.1 Institutional structure of the campus:



2.4.2 Campus Operation Committee:

The Campus Operation Committee, formed as per the TU Autonomy Act is given below:-

S.N.	Name	Designation	Representative
1	Pro. Dr. Din Bahadur Thapa	President	Professor
2	Govinda Prasad Sharma kandel	Member	HoD
3	Dr. Sudarsan Silwal	Member	HoD
4	Biplav Sharma	Member	BBA Coordinator
5	Tikaram Sapkota	Member	Educationist
6	Jagannath Acharya	Member	Educationist
7	Ramesh Rajbhandari	Member	Donor
8	Sahadev Rajbhandari	Member	Donor
9	Jaya Ram Bhari	Member	Guardian
10	Bishnu Prasad Bhusal	Member	Guardian
11	Suraj Bosel	Member	Ward President
12	Kusma Raj Upadhyaya	Member	District Education and Coordination Unit
13	Representative from UGC	Member	
14	Man Bahadur Thapa	Member	Free Student Union
15	Bijaya Raj Panta	Member	TUTA
16	Shiva Prasad Padhya	Member	TUEA
17	Narayan Pd. Sapkota	Member	Administration Chief
18	Hum Bahadur Thapa	Member	Account Chief
19	Hira Lal Regmi	Member	Teacher
20	Bhakti Ram Neupane	Member	Teacher
21	Pro. Dr. Ram Prasad Upadhaya	Member Secretary (Campus Chief)	Campus Chief

2.4.3 Campus Executive Committee:

S. No.	Designation	Name	Remarks
1	President	Pro. Dr. Ram Prasad Upadhaya	Campus Chief
2	Member	Hira Lal Regmi	Teacher's representative
3	Member	Bhakti Ram Neupane	Teacher's representative
4	Member	Hari Prasad Pandeya	Assistant Campus Chief
5	Member	Biplav Sharma	Faculty/Depart Head
6	Member	Hum Bahadur Thapa	Chief (Account Section)
7	Member Secretary	Tilak Prasad Kandel	Assistant Campus Chief

2.4.4 Academic Management and Administration:

2.4.4.1 Administration:

Although academic function is the centre of an academic institution, administrative function is not less important. Administrative activities are conducted as per the Autonomous Act, existing laws, rules and regulations of TU.

The main administrative functions of Dhawalagiri Multiple Campus are as follows:

- To implement the policies, plans and strategies of the campus.
- To make the executive policies and evaluate the progress of the implementation of the programs.
- To keep various documents and records of the campus up to date.
- To maintain the regularity and punctuality of all the staff.
- To maintain the record of accounting and economic transactions.
- To maintain quality and transparency of academic, economic and administrative works in the campus.
- To monitor the performance of the staffs.
- To prepare campus budget and get it passed through the annual general assembly.
- To maintain and protect the properties of the campus.
- To coordinate with the stakeholders.
- To maintain discipline and academic environment in the campus.
- To implement Autonomous policies and direction of higher authorities (TU)

2.4.4.2 Academic Management:

Academic management refers to all the programs and activities meant for effective teaching learning process. The academic session of the campus runs as per TU Act, rules and regulations. The number of lecture hours for each of the subjects offered in the campus is as prescribed by TU. The classes are systematized by daily routine. Student's registration and examinations are held in the campus as planned and circulated by TU.

The main academic functions of the campus are given below:

- Professional development of the faculties,
- Preparation of instructional plans and implementation,
- Launching new academic programs as per the demand and feasibility of the resources,
- Collection/management of teaching/learning resources including multi-media accessories, aids equipment
- Operation of teaching learning activities as per the annual plan, unit plan and teaching plan
- Making strategies and designing programs for overall development of the students
- Conduction of internal exams, evaluation and feedback
- Promotion and execution of teamwork, professional ethics and accountability.
- Management of project work promoting the integration of research works with teaching/learning
- Publishing creative works or writings of the faculties, staffs and students.

2.4.4.3 Associations (Faculties, Staffs, Students and Alumni):

The campus has run academic programs of four different faculties: Faculty of Humanities, Faculty of Management, Faculty of Education and Institute of Science and Technology. There are altogether 74 teaching staffs, 26 non-teaching staffs and 2006 students.

There are different associations for the teaching, non-teaching staffs and the students. Teaching Staffs are organized under Tribhuvan University Teachers' Association (TUTA), non-teaching Staffs are organized under Tribhuvan University Employee's Association (TUEA) while students are organized under Free Student Union and also associated as the sister organization of Political parties. To involve students in the tutorial quality enhancement initiatives, Student Quality Circle (SQC) has been formed in all the levels, years and sections along with an overall SQC.

Teachers' Association (TUTA) works as the umbrella organization of teaching staff and TUEA is for the non-teaching staffs working for the welfare of non-teaching staff. The chairpersons of the association are invited as the ex-officio members in CMC.

2.5 Economic and Financial Management

Operating Expenditure and Income trend (F.Y.: 078/079)

Budget No.	Budget Title	Cost (in Rs.)	Remarks
01/002	Construction of Buildings	13176004.00	
01/004	Furniture	1544076.00	
01/005	Electricity/water	70000.00	
01/006	Other Construction	5051990.00	
01/007	Scientific/ Educational Equipment		
01/008	Books	587238.00	
01/009	Office accessories	370023.00	
01/010	Miscellaneous Assets	710739.00	
Administrative cost: Total		21510070.00	
01/001 ka	Salary (Teaching)	27948724.65	
01/001 Kha	Salary (overtime teaching)	15308747.00	
01/002	Salary (Administration)	12457246.00	
01/003	Allowance	3587692.74	
01/004 ka	Provident fund	3089554.56	
01/004 kha	Retirement fund	1823558.30	
01/006	Exam Cost	1331330.50	
01/007	Electricity/water	427355.16	
01/008	Service charge	98724.00	
01/011	Repair/maintenance	570101.00	
01/013	Advertisement	93869.00	
01/016	Rewards	16472.00	
01/017	Printing/Stationary	879742.00	
01/018	Newspaper/magazines	9800.00	
01/019	Travel cost	413590.00	
01/020	Celebration/ceremony	38656.00	
01/021	Guest/ hospitality	359704.00	
01/023	Meeting	259140.00	

01/020	Office miscellaneous	997537.78	
01/024 ka	Medicine cost	12373.00	
01/024 kha	Electricity Equipment	174138.00	
01/026	Publication cost	200359.00	
01/027	Student welfare	379639.00	
01/028	Research	948170.00	
01/029	Free ship	682750.00	
01/030	Teaching material	17500.00	
01/031	Training/seminar	330542.00	
	Total	72457015.69	
Grand Total		93967085.69	

Income/ Expenditure of the Institution for last five years

S.N.	Fiscal Year	Total Income (in Rs.)	Total Expenditure (in Rs.)
1.	078/079	92845529.81	93967085.7
2.	077/078	75846199.52	76623245.41
3.	076/077	92061869.84	80646680.38
4.	075/076	60039989.1	64777520.29
5.	074/075	30418469.1	51161025
5.	073/074	25810637.37	43141497.7

Internal Income of F.Y. 078/079

Budget No.	Particulars	Amount (in Rs.)	
07/002	Admission Fee	2912830.00	
07/004	Tutorial Fee	21728198.00	
07/005	ID card fee	123585.00	
07/006	Sports Fee	266815.00	
07/008	Library Fee	1454320.00	
07/011	Late Fee	249298.00	
07/012	Misc. Fee	1016225.00	
07/016	Bank Interest	2019541.00	
07/018	Other Income	2639811.17	
07/018.04	Certificate Fee	134000.00	
07/018.05,6	Quarter/Shutter Rent	2913116.00	
07/018.24	Wood and Grass	506400.00	
Total		35964139.17	

Source: Campus account section, 2079, Ashaad.

2.5.1 Financial System (Record Keeping, Accounting, Auditing, Inventory, Updating etc.)

Record Keeping

Fiscal year of the campus, as per government fiscal year, starts on the first day of Shrawan and ends on the last day of Aashad every year. The financial records have been maintained and updated accurately. The campus has adopted double entry system of book-keeping based on universal standard. It uses journal voucher, bank cash book and other formats of government for the sake of transparency. The campus has started maintaining accounting in the software and the service of e-billing and other documentation of accounting will be maintained in the software soon.

Accounting

Accounting is an integral part of financial record keeping. Accounting refers to the act of summarizing, identifying, measuring, analyzing and interpreting the economic transaction and communicating information. Accounting of Dhawalagiri Multiple Campus is performed in the following ways:

Income: Record of income is maintained by categorizing under the titles- student fees, University Grant, bank interest and others.

Fixed assets: Fixed assets are capitalized and categorized as purchase cost and fixation cost. Buildings, laboratory equipments, books etc. are the fixed assets of the campus.

Expenditure: Expenditure in fixed assets excluding the cost born by the campus is documented as operation cost which includes salary and allowances, expenditure for examination and stationery items.

Depreciation: Depreciation of fixed assets is calculated at different rates on the basis of purchase cost and durability of the assets.

Auditing

The campus has adopted the following measures to ensure accuracy and transparency of economic transactions:

- **Internal check and control:** Senior officers supervise the financial activities performed by account section staffs.
- **Internal auditing:** Internal auditing is carried out to examine the accuracy of account keeping prior to final auditing.
- **Final auditing:** After the completion of internal auditing, final auditing is accomplished by the office of the Auditor General after the completion of every fiscal year.

2.5.2 Financial Sustainability Measures Adopted:

Dhawalagiri Multiple Campus has had an enriched experience of economic fluctuation from crisis to thrived economic position. Depending on these extreme institutional experiences, the campus has practiced some sustained sources of income. The teacher staffs' salary for the regular programme of TU is allocated by TU. The campus has increased business complex building as the regular source of income. Recently the fund for infrastructural development, allocated by UGC (Rs. 4 crore) after

granting autonomy to this campus, has been received and the new building with eight shopping shutters has recently been constructed. Similarly, the ministry of Education, science and technology has allocated Rs. ten crore from the reconstruction budget for the reconstruction of the infrastructure damaged by the earthquake of 2072 BS. AS part of the plan to increase the internal income sources, the campus has adopted the following measures.

2.6 Research and Publications:

2.6.1 Research

In higher education, research is an integral part of tutorial activities and priority should be given to research work. The campus has formed research management committee, RMC for promoting research activities and integrating research and teaching learning. RMC has been carrying out research activities. However, due to the lack of sufficient fund and other difficulties, the campus has not made expected achievement in research activities. The campus is trying to bring some programs for research work in future.

2.6.2 Publication

The campus has maintained its documentation including institutional activities, research-oriented articles and academic writing in different forms of documents and publications. The publications of the campus are as follows;-

- i. Research oriented journals
 - Pragya Sarathi (Annual journal published by TUTA)
 - Dhawalagiri Journal of Sociology and Anthropology (online/ hardcopy journal published by the Department of Sociology/ Anthropology)
 - Remapping (annual journal published by the the Department of English)
- ii. Publication on institutional activities
 - Dhawal Bulletin (Bi- yearly bulletin published by EMIS unit)
 - Pocket Calendar (Published by TUTA)
 - Dhawal progress Report (Annual Publication)
 - Dhawalagiri Darpan (published by FSU)

2.7 Extra Curricular Activities

2.7.1 Indoor activities

- Table tennis
- Carrum board
- Chess
- Quiz contest
- Poetry recitation contest
- Essay writing contest

- Debate/elocution contest

2.7.2 Outdoor activities

- Educational Tour
- Excursion/field visit
- Picnic
- Outreach activities
- Participation on competition /contest
- Sports activities (Volleyball, Football, Cricket)

CHAPTER: THREE

SITUATION ANALYSIS

3.1 Introduction

Situation analysis of an institution is concerned with assessing the prevailing situation. The baseline status and analysis of strengths, opportunities, challenges/ threats followed by problem/ weakness analysis provides insight to design a plan practicable enough to solve the problem.

3.2 Baseline situation

DMC is located in the headquarter of Baglung district, the administrative centre of Dhawalagiri area. Baglung District, a part of erstwhile Dhawalagiri Zone, is surrounded by Parvat, Myagdi, Rukum, Ropla, Pyuthan and Gulmi districts. It is known as mini Nepal because of its shape similar to the physical shape of Nepal.

3.2.1. Transport connectivity of Baglung

Mid-hilly highway and Kaligandaki Corridor are the major form of roadway connectivity of Dhawalagiri area. Kaligandaki Corridor passes along the wider catchment area of the campus. The location of the campus lies in the part of the cross-section of Kaligandaki corridor/highway and Mid-hilly Highway. The location of the campus, Baglung Bazaar, is connected to Beni Bazar, the headquarter of Myagdi district to the north and Kusma Bazar, the headquarter of Parbat to the east, just in the distance of 13 km (to the north) and 12 km to the south, respectively. A winding highway connects Baglung with Pokhara that lies 72 km east. Kaligandaki corridor connects the location of this campus to the southern part (of Baglung and Parbat), to the northern part (Myagdi/ Beni and Mustang /Jomsom).

Baglung airport, now not operating, is located 12 km to the south of the Baglung city. The road connectivity has strategically placed the location of this campus at the crossroads of major north south and east-west highway systems of Nepal. However, the condition of the roads in the majority of the catchment area of the campus is very poor.

3.2.2 Topographical and Cultural status of catchment area.

It is a hilly region with topographical and climatic diversity. Altitude of Dhawalgiri varies from about 650 meters at Kharbang (Baglung) to about 8,167 meters, the altitude of Mt. Dhawalagiri, located at Myagdi district. Terraced fields, waterfalls, forests, deep gorges and caves have enhanced the topographical diversity of the area.

Baglung area has the prospect of new destination for adventurous tourism. It also serves as a starting point for trekkers to Mustang, Dolpa, Mt. Dhaulagiri. Dhorpatan Hunting Reserve, the only hunting reserve in Nepal and a habitat for blue sheep and snow leopard, also promotes the prospect of tourism of this area. Baglung municipality is situated on a plateau, about 300 metres upward terrain

of Kali Gandaki river. Because of the large number of suspension bridges, Baglung is also known as the district of suspension bridges. Most of the population has settled on the either sides of the rivers. Dhawalagiri is rich in natural resources since it is endowed with many rivers and streams, hills and plates, fertile planes, sterile cliff.

The diversity is seen in the economic engagement, ethnic composition and priority in education. Rice, corn, millet, wheat and potato are the major crops of Dhawalagiri area. Major trade centres of Dhawalagiri area are Baglung Bazaar, Hatiya- Galkot, Kushmi Sera and Burtibang, Beni, Tato Pani, Jomsong, Kushma, Phalebash, are some of the major trading centers of Dhawalagiri area connected with highway system. Geographically located in central Nepal and an administrative centre of Dhawalagiri, Baglung is a gateway to Mustang and Dhaulagiri mountain peak. The city of Baglung has been major destination of the people migrating from different parts of Dhawalagiri area.

Dhawalagiri area is equally rich in cultural heritages. Hinduism and Buddhism are the major religions. Magar, Bramhan, Chhetri, Kami, Sarki, Newar, Gurung, Chhantyal and Thakali are the main ethnic groups living in Dhawalagiri area. Enriched cultural heritages including folk songs, and beautiful sceneries, tapestries of landform, wildlife and beautiful river flowing by have enhanced the prospects of the area as the tourist hub.

3.2.3 Educational status of the catchment area.

Dhawalagiri Multiple campus harbors the students mainly from Baglung, Myagdi and Parvat districts. These districts, part of erstwhile Dhawalagiri zone, were not connected with roadway transportation system until 2050 BS. Limited provision of secondary education in Dhawalagiri area until 2050 BS marked the population of this area as uneducated and unskilled. Recruiting in Indian and British army was the most promising job opportunities for the people of this area. Otherwise, Lack of employment opportunities was/is the major problems of this area. Due to the limited provision of secondary level education until 2050 BS, many young people in remote part of Dhawalagiri area tendered themselves in the job market of Gulf countries. Only about 11% people are secondary level graduates and about 4% people are intermediate/ten plus two level graduates in Baglung district in the latest statistics.

The situation of Myagdi, parvat and other areas is lower than that. The crucial factors for the low priority in education are connected with the poor provision of transport facility, poverty, backwardness and unemployment problems. About 70% students come from different parts of Baglung and 20 percent students from Parvat district. Myagdi district and other parts cover about 10% of the total students' population of DMC. For most of the aspiring students of Dhawalagiri area, this Campus, established as the result of integrated effort of the people of erstwhile Dhawalagiri zone, was the only one destination of intermediate and Bachelor level studies until the political change in Nepal in 2046 BS.

Campuses offering intermediate level and Bachelor level were established in the period after 2046. It was after the political change in 2062/63 that the colleges with ten plus two and Bachelor level in community level and private level were established massively in Dhawalagiri area. However, due to the higher migration (to the Terai and bigger cities) and growing foreign employment trend, the campuses in the rural area of Baglung as well as the catchment area of this campus are facing the crisis due to the decreasing number of students.

3.2.4 Status of DMC

Dhawalagiri Multiple Campus has been offering five different program in (BA, BED, BBS,, BSc, BBA) in bachelor level and five programmes (MA Sociology, MA Nepali, MEd Nepali, MEd Curriculum and MBS) in master level. The number of students admitted in the campus is growing and the graduation rate is proportionally increasing. The location of the campus is accessible only to the students from Baglung, Parvat and Myagdi districts, main districts of Dhawalagiri region. Altogether, there are 28 campus in Dhawalagiri region offering higher education. Out of those 28 campuses, DMC is the only one constituent campus in Dhawalagiri region. DMC is striving to educate students at low cost as far as possible but only two programmes in Bachelor level have been included in the regular programmes of TU and the fund for the programme is managed by TU. Other three programmes (BBS, BSc and BBA) and five programmes of master level are internally funded programmes. However, the internal source of this campus is not much promising. It is challenging to provide quality education in low price.

Most of the students hailing from the catchment area of have not been much benefited by the transportation provision due to the poor condition of the roads. They have to rent the room in near by area of the campus. The campus is aware of these facts and effort has been made to collect fund for the construction of hostel for boys.

Permanent faculties and staffs who are from the parts other than Dhawalagiri area, appointment by TU in the permanent post do not serve longer owing to the poor provision academic and professional opportunities, limited facilities of basic requirements and limited and poor provision of teacher/staff quarter. The local community/government has the perception that this campus is government funded and government operated. No initiatives has been introduced by the Local governments and social/political leaders to support and enhance the status of the campus. Financial as well as human resource problem of the campus is growing and without the prospect of immediate solution. It is the challenging fact to consistently maintain required human resource and needy infrastructures. Therefore, the campus has recently adopted autonomous policy in order to draw broader involvement of local community/governments for the management and operation of the campus.

A remote location of the campus, pressure for the transfer of permanent staffs to big cities with better opportunities, indifference of the TU and local level authorities towards the campus, lack of political support for some long-term strategies and resource mobilization policies among others are the central concern of the campus.

3.3 Review of previous strategic planning

DMC started introducing five year planning with the formulation of first five-year strategic plan (2073/74-078/79). A committee, 'Five year Strategic Plan Committee', comprising three members (Coordinator-Assistant Campus Chief, Tilak Prasad Kandel and members, Hiralal Regmi and John Bajracharya) was formed assigned with identifying the crucial aspects requiring immediate improvement and sustained mechanism integrated with attainable action plan for quality enhancement

for extended five year period. The committee crystallized the strength, weakness, opportunities and threats/ challenges (SWOT) which were profoundly diagnostic and hopefully remedial. Similarly, the action plans suggested by the committee were crucially instrumental to drive the entire activities of the campus to the level of credible academic quality leading DMC to initiate Quality Assurance and Accreditation-QAA process.

Most of the strategic actions, included in the fiveyear plan, have been successfully executed which has enhanced DMC to the level nearly eligible to Quality Assurance and Accreditation-QAA certified campus. Different committees under Quality Enhancement Mechanism have been formed and some of them are propelling the improvement initiatives in a commendable manner. Ex students of the campus have been striving to be institutionally organized as Alumni Association aiming to contribute to the campus in economic, academic and physical/infrastructural aspects.

Achievement:

- Construction of a sophisticated seminar hall,
- Better management of sports ground along with sports ground Levelling,
- Construction of girl's hostel with enhanced hostel facility for nearly 70 girls,
- Construction of new shopping complex with 8 shutters and construction of first story with four class rooms on the shopping complex bordered with Jeep park,
- Construction of science building,
- Better management of drinking water along with water tank construction,
- Construction of waiting unit,
Extended canteen,
- Construction and operation of new parking,
- Construction of new garden,
- library is being reinstalled with renovated infrastructure,
- BBA Programme has been introduced,
- Enhanced eminence of the campus (Campus has been awarded twice as the best business study campus),
- Pass percentage of the students is increasing,
- Execution of human resource planning/ appointment of 23 full time teachers,
- Community's interest towards campus is increasing and Alumny Association has been formed.
- Execution of ToR for all the staffs,
- ICT based tutorial environment,
- Practice of academic calendar, annual/Unit teaching plan,
- Internal examinations and feedback, appraisal/assessment system,
- Formation of Student Quality Circle (SQC) and involvement of students in quality initiatives,
- Office room management, Staffs room management, Account section management, Management of office for Asst. Campus Chiefs, Exam section management, Furnishing of departments,
- Science lab management with additional lab equipment in new lab building,
- Maintenance of Quarter and toilet,

- Maintenance of internal road renovated with concrete construction,
- Stair renovation of administrative building with granite work,
- Additional solar panel installation,
- Installation of overhead Projector, CC camera,
- Process of the installation of EMIS software is under going,
- Channelization of the institutional information through the website and publication of prospectus, brochure, bulletin, campus profile,

Strategic actions, which have not been executed

Some of the strategic actions were not carried out owing to economic and other problems.

- The plan of launching some new new programme, such as BSW, BIM, BCA, BSc. In CSIT, etc. programme was not executed
- Due to the sudden outbreak of COVID-19 and nation-wide lockdown afterwards, the process of acquiring QAA certificate was delayed.
- Construction of Teacher/staff Quarter,
- Botanical Garden in front of Science Block,
- Purchasing of vehicle

3.4 SWOT analysis

SWOT analysis is a useful part of planning process. It is applied to analyze the current situation of the institution. Interactive meetings and online forum/social sites of the campus were utilized to reach to the conclusion on strength, weakness, opportunities and threats of DMC in order to recognize different issues and possible solution for future development. The participations of the faculties, staff, students and guardians in SWOT analysis stage was inspiring. All the stakeholders provided constructive information necessary to prepare realistic and implementable strategic plan for addressing wide range of issues to make DMC as a top destination of higher education in Arts, Management, Education and Science in Dhawalagiri area. The SWOT analysis was performed based on five major thematic areas;

- i. Human resource management
- ii. Infrastructure management and development
- iii. Teaching learning Practices
- iv. Research and Development
- v. Institutional sustainability and assessment system
- vi. Financial resource mobilization

SWOT analysis was performed in these five thematic aspects to understand the key strength and gaps in respective area. These issues were considered while formulating strategies for the future development of DMC. The details of SWOT analysis information is presented as follows.

3.4.1 Strengths and weaknesses

Strength is the positive internal characteristics that the organization can exploit to achieve its goals. The strength of an organization is reflected by the internal components. Weakness is the internal characteristics that might inhibit or restrict the organization's performance. It stops an organization from performing at its optimum level. It is the weaker capability of an organization. Followings are the strength and weakness of the institution:-

SWOT Analysis		
Thematic Areas	Strengths	Weaknesses
Human Resource Management	<ul style="list-style-type: none"> • Dedicated and highly learned faculties with diverse pedagogical and research experience. • Sufficient and skilled administrative staffs. • Provision of department/institute with relevant faculties. • Faculties skilled at using technology 	<ul style="list-style-type: none"> • Insufficient provision of subject wise permanent and full time faculty. • Insufficient provision of expert faculties with higher academic qualification (Ph.D) in all the departments. • Imbalance of the teacher student proportion[less students in the subjects/courses with full time man power (Humanities) and growing pressure of students in the courses facing the shortage of fulltime faculties (Management and science). • Limited research and academic exposure of the faculty on research and academic field. • Limited number of sufficient man power competent in using technology. • The lab equipment of science lab has not been fully utilized owing to the shortage of relevant man power and skill. • Limited practice of coordination among department, sections and staffs. • Limited staff motivation. • Limited practice of modification of the responsibilities of functionless entities and individuals.

<p>Infrastructure Management and Development</p>	<ul style="list-style-type: none"> • DMC owns more than 88 Ropanees of expensive land located in the prime location of Baglung Bazaar. • Peaceful location with panoramic views. • Located in accessible area, the cross section of Kiligandaki Corridor and Mid-Hilly Highway. • Provision of Teacher staffs quarter, canteen and parking, • Provision of euro guard filtered drinking water. • Provision of Sports friendly Spacious playground and sports materials. • Provision of advanced science lab, computer lab and library, • Provision of class rooms with multi media projector and internet. • Provision of advanced seminar hall 	<ul style="list-style-type: none"> • Limited provision of fencing and walling for compound security. • Land use is not well planned. • The valuable land occupied by highway has been eroded. • Poor transportation facility. • Limited provision of hostel facility for boys and poor quarter facility for the teacher/staff. • Limited provision of drinking water facility. • Repair, maintenance and a number of infrastructure enhancement projects were partially executed. • Limited capacity of canteen. • Poor levelling of the play ground and insufficient sports materials, garden. • Limited provision of enhanced physical structure compatible with the enhanced quality components, limited coverage of internet and Multi media use. • Limited provision of workshop, seminar and covered hall. • Lab equipment has not been utilized completely. • Limited interaction and technical consultation prior to construction works. • Master plan for overall infrastructural development requires further upgrading. • Limited computer facility for the students. • Limited provision of departmental library and well equipped classroom. • Limited provision of vending machine and sanitary pad. • Lack of digital administrative service.
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<p>Teaching learning practices</p>	<ul style="list-style-type: none"> • Largest and unrivalled campus in Dhawalagiri region regarding the number of students and academic programmes (BA, Bed, BBS, BSC, BBA in Bachelor level and MA Nepali, MA Sociology, MEd Nepali, MEd Curriculum and MBS in Master level) . • Use of technology/ multimedia in pedagogical activities. • Continuous increment in the number of students. • Growing level of satisfaction of the students. • Provision of result analysis and feedback. • Affordable fee, scholarship and free ship benefits, field visit, practical exams. 	<ul style="list-style-type: none"> • Higher level drop out and low attendance of the students in class and internal exam. • Limited provision of learning resources in the library as per the recently introduced curriculum. • Insufficient rewards and punishment. • Academic plan and unit plan are not properly maintained. • Limited use of technology/multimedia in pedagogical activities. • Enrollment on humanity and science is decreasing. • Low pass percent and graduation rate. • Low employability rate. • Students of science and humanities are not much satisfied. • Unable to initiate remedial classes. • Inconsistency of internal exam. • Limited provision of new market based programme. • Limited initiatives for shift management. • Lack of job fair. • Ineffective admission campaigning. • Inconsistency in graduate tracer documentation. • limited provision for evaluation and feedback for faculties and staffs. • Limited provision of consultancy and counselling service. • Limited provision of research opportunities for students.
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Research and Development	<ul style="list-style-type: none"> • Provision of research management by Research Management Committee (RMC) • Promotion of rationality, enquiry and research by RMC. • Practice of integrating teaching and research assisted by RMC. • RMC conducts workshop and seminar. • RMC inspires faculties to engage in research and academic writing • 	<ul style="list-style-type: none"> • Limited budget for research. • Limited initiatives to obtain research grant. • limited conduction of sustained research activities, regular educational tours, seminars/training and other efficiency enhancement activities for the faculties and staffs. • Insufficient workshop and seminar. • Limited provision of feedback and guideline for research. • RMC has not initiated publishing research based journal. • Limited functionality of RMC. • Limited research exposor and collaboration with national and international agencies. • Insufficient research publication and journal, mini research. • Insufficient training, seminar and exposor visits for teaching non-teaching staffs and students. • Limited publication by the students. • Research activities to be conducted through one door policy (RMC).
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Institutional Sustainability and Assessment	<ul style="list-style-type: none"> • Practice of good governance, rule abiding culture (TU rules and regulations integrated with the rules and regulation introduced by the Campus Administration). • Only one Constituent campus of TU in Dhawalagiri area/TU, the major source of funding. • Leading and resourceful campus of Dhawalagiri region. • Branded name in conducting broad examination/internal exam. • Provision of annual academic calendar. • Good relationship and co-operation with community • Quality policy and ToR with 'Quality Enhancement Directives'. • Supportive Free Students Union/student organizations. • Channelization of information through its own website (www.tu-dmcbaglung.edu.np), social sites, prospectus, brochure and annual report. • Good result in semester system. • Increasing number of students. 	<ul style="list-style-type: none"> • Confusion on the provision of reward and punishment. • Limited initiatives for academic leadership and coordination with the higher educational institutes of this region for . • The execution of academic calendar is not satisfactory. • Community perception towards the campus is not inspiring. • Alumni association is to be more functional. • Limited monitoring provision. • FSU election not held consistently. • Political impact detrimental to quality efforts. • Poor implementation, evaluation and monitoring of the policy. • Poor documentation and reporting system.
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Financial Resource Mobilization	<ul style="list-style-type: none"> • External financial support for infrastructural development. • Adoption of autonomy and enhanced authority for resource and financial mobilization. • Operation of income generating academic programme (BBS, BBA). • Internal income sources including shopping shutters. 	<ul style="list-style-type: none"> • Insufficient financial resources for infrastructural development. • Strong mechanism with clear provision to be introduced for financial control. • All the programmes are to be financially sustained. • Limited income sources for internally funded programmes. • Limited initiatives for internal resource mobilization for generating internal income. • Limited provision of scholarship fund. • More initiatives including donation campaign and grant for sustained income source for the programmes funded internally.
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3.4.2 Opportunity

Opportunity is the favorable external factors that could give an organization a competitive advantage. It is the condition in the external environment that is exploited effectively, helps an institution to achieve strategic opportunities. Following are the opportunities of the institution.

- Possibility to be a promising campus with enhanced didactic capability convening the students from poor, hilly and remote area of Dhawalagiri region as the campus is located at Baglung municipality, the administrative and trade Centre of four districts known as Dhawalagiri area and an intersection area of two national highway, Mid-hilly Highway and Kaligandaki Corridor.
- Possibility of becoming one of the prominent institutions offering higher education, research opportunities, pedagogical training, consultancy services and resourceful learning resource centre in Gandaki Province.
- Opportunity to enhance the imminence of the campus and draw students massively.
- High possibility to be upgraded as a deem university as many ground works have been accomplished.
- Opportunity to enhance economic sustainability by using the landscape with panoramic view.
- Possibility of obtaining grants assistance from national and international donor agencies for the enhanced management of physical, pedagogical and research infrastructure and accessories.
- Opportunity to conduct new programme to supply the professional manpower.

- Possibility of running technical courses and multiple soft courses supporting professional development of the students.
- Possibility of producing internally useful and globally competitive human resources at affordable cost.
- Opportunity to mobilize local community compatible with autonomous policy.
- Possibility of enhancing income generating sources by constructing additional shopping shutters in the upper compound bordered with Jeep park area and by coordinating with the local community and maintaining ownership over Dadhibari community forest area attached with the lower compound of the campus.
- Possibility to develop adventure tourism courses including sky cycling, Bunji jumping, rock climbing, Zeep flier with resort management in the lower premises adjacent to northern side teachers quarters.

3.4.3 Threats

Threat is the unfavorable external factors that could have the potentiality to harm an organization. Threats are the condition in the external environment that may hinder an organization's effort to achieve strategic competitiveness.

- Confusing provision between recently introduced autonomous policy and directive policy of TU for constituent campuses.
- Political pressure impairing sustained execution of crucial strategies.
- Lack of sufficient whole timer human resource and technical skill especially in science and technology institute.
- Lack of research promoting policy and programmes and sufficient skilled man power with national and international research exposure.
- Higher drop out rate due to growing tendency of students going abroad.
- Lack of sufficient Job generating professional courses, vocational practical education and vibrant job market in the locality and country as well.
- It is challenging to integrate the policy among TU, QAA and autonomous act.
- Lack of sufficient IT manpower to operate EMIS in long term.
- Inconsistent government's policy towards the higher education.
- Migration of prospects student abroad for higher education after completion of plus two.
- Increasing competition with the establishment of Province University and other Universities.
- Lack of trust of public towards public institution.
- Attraction of students in foreign employment.
- Unmanageable expectation and difficulty for the adjustment of the students hailing from diverse ethnic/economic/social background.
- The indifference of the university to introduce and execute job generating courses, academic calendar consisting of admission and results timing.
- Challenge to maintain balance between quality education and low level fee structure

3.5 Key expected outcomes

Dhawalagiri Multiple Campus is marching ahead with the planned improvement initiatives. The development of infrastructure, efficiency enhancement of the work force and success/graduation rate increment are the institutional policies of this campus. Based on these policies, the goals, objectives and action plan has been designed. In the end of the five-year strategic plan (2079/80-83/2084), the campus has expected to achieve following institutional output.

Performance indicator	Current Status	Addition in between	Target achievement at the end the 2084 Ashad	Remarks
Programme				
Masters	5 (MBS, MED Nepali, MA sociology, MED Curriculum, MA Nepali)	MED English	6 (MBS, MED Nepali, MA Sociology, MED Curriculum, MA Nepali MED English)	
Bachelor	5 (BA, BED, BBS, BSC, BBA)	BSW, BICTE, BALLB, BCA, BHM	9 (BA, BED, BBS, BSC, BBA, BICTE, BSW, BALLB, BCA, BHM)	
No Of Students				
Masters				
MA (Sociology)	22	18	40	
MBS	71	49	120	
MED Nepali	12	18	30	
MA Nepali	0	20	20	
MED Curriculum	8	22	30	
Addition programme in Masters		MED English(30)	30	
Total Students in Masters	113	132	270	
Bachelor				
BA	123	57	180	
BED	614	186	800	
BBS	926	274	1200	
BSC	89	61	150	
BBA	125	100	225	
Total students in Bachelor	1877			
launch New Programme		BHIM, BICTE, BSW, BALLB, (250)	300	
Total students in Bachelor	1877		2755	
Total No of Students including Bachelor and Masters	1990	1110	3100	
No. of teaching staffs				
PHD	5		15	
MPhil	3		20	
Permanent	40		55	
Teaching Assistant	5		5	
Full time Teachers	23		25	
Course Contract	5		15	

Part time	4		4
Total Teaching Staffs	75	30	105
Non Teaching Staffs			
Section officer	4	3	7
Head Assistant	9		9
Assistant	4	5	9
Helper	8	4	12
Total no of Non-Teaching Staffs	25	12	37
Infrastructure			
No of Class room with multimedia	13		50
No of class room without multimedia	32		
Total Class Room	45	5	50
Library Books	30,000		40,000
Hostel Accommodation for students			
For Female students	72		72
For male Students	30	20	50
Staffs Accommodation facility	12 family		20 families
Canteen capacity	100		200
Computer lab /students capacity	1 serve 33 students		2/100
e-library	0		1
Drinking water facility	70%		100
Department office With desktop and printer	4		All
Departmental Reference Section	3		All
Science Laboratory	4		4/upgrading
Math Laboratory	0		1
Teaching Materials (Laptop For Teaching staffs)	7		laptop for every faculty
Non teaching equipment (Desktop computers/Laptop)	15/5		For all section /5
Walling and Fencing	75%		100%
Assembly Hall	1	1	2
Gardening	2	2	4
No of Section	5	2	7
Sport infrastructure			
No. of sport ground	2	1	3
no of Covered Hall	0		1
Provision of Service Delivery	Manual		fully digital
Research and Development			
Publication	2		One publication for every department
No. of paper presentation	5		15
seminar	1		20

Teaching and Non -teaching training programme	2		20	
Mini research by RMC	8		20	
Educational visit for faculties	0		5	
Educational Visit for students	5		15	
Skill Exchange Visit for Non-Teaching Staffs	0		5	
Research Budget				
From Internal Source	below 1 % of operating expenses		5 % of operating expenses	
Obtained as a grant from other agencies	0		below 2 % of operating expenses	
Teaching /learning activities				
No of faculties preparing annual plan	75%		100%	
No. of Faculties preparing unit plan	10		100%	
No of faculties preparing daily lesson plan (Lecture Note)	0		100%	
No of Internal Exam				
For Annual System	1 per year		2 per year	
For Semester System	2 per semester		2 per semester	
No of Faculties using multi media	40%		100%	
Provision of Remedial Class	0		As required	
Lab engagement	30 %		100%	
Evaluation of faculty by students	50%		100%	
Feedback from Administration	20%		100%	
Sustained Quality				
Tracking of students	60%		100%	
Extra curricular activities	10		50	
Students attendance percent				
For semester system	80%		90%	
For annual system	70%		80%	
Social awareness programme by students	5		20%	
Employability / Placement status	55%		70%	
Annual graduation rate	18%		30%	
Drop Out %	26%		20%	
Students Pass Percentage				
Bachelor level	21%		40%	
Masters Level	53%		60%	
Total Average	37%		50%	
Scholarship	Below 10%		20%	
Job fare	0		5	
Sports Fare	2		5	
Cultural Fare	2		5	

Provision of reward and Punishment				
For Students	34		100	
For staffs(Teaching and Non-Teaching)	2 teaching 2 non teaching		10 teaching /10 non teaching	
Monitoring and evaluation	0/0		Each Department and each faculty	
Academic Audit				
Internal	1		5	
External	0		2	
Assessment				
Institutional	4		5	
Departmental	11		5	
Faculty	30%		100%	
Assessment of strategic plan and other Plan	4		5	
Alumni activities	0		10	
Financial resource mobilization				
No. of scholarship fund	5		10	
Annual donation	0		NRs. 1 crore	
Annual donation grants				
Individual donation				
Institutional grants from TU				
Institutional grants from others				
Internal from shopping shutters				
Internal income from academic programme				
Provision of audit				
Internal audit	By TU		By campus and TU	
External audit	Office of Auditor General		Office of Auditor General	
Financial report	Annually		Monthly	
Billing system	Paper billing		e-billing	

CHAPTER: FOUR

STRATEGIC DEVELOPMENT PLAN

DMC has been consistently striving to enhance the institutional eminence since its establishment. The motto, vision and mission conceived at the time of establishment are the crucial guidelines of the institutional quality improvement. The planning and programmes integrated with the relevant strategies have been designed to achieve the goals and objectives promoted by the vision and mission. The responsibility to educate the next generation of citizens enabling them to be eligible to competitive global job market is a grave task. It is mandatory upon us to produce our graduates with enriched skill and competence along with instilling a sense of respect, honesty, rationality, equity and excellence into them by internalizing and embracing those values.

The strategic plan for the coming five years has been developed to ensure the academic environment for such competent graduates as per the guidelines of the vision and mission. The Strategic Plan (2079/80-2083/84) establishes a clear mission and vision for the future of the campus while articulating shared values that bind us together. The six goals outlined in the document are based on DMC's attempt to fill up the gap between where we want to go and where we are now. The goals will provide a sense of priorities, and serve as a roadmap to navigate the opportunities and challenges that lie ahead.

4.1 Motto, Vision, Mission, Core Values, Goals and Strategies

4.1.1 **Motto:** Quality Education: our Commitment

4.1.2 **Vision:** Dhawalagiri Multiple Campus (DMC) promotes prosperous, civilized, and equitable society through academic excellence.

4.1.3 **Mission:** Creation of academic environment for quality education that values proficiency, rationality and equality.

4.1.4 Core values:

- Quality
- Equality
- Justice
- Inclusion
- Transparency
- Team spirit and teamwork
- Accountability
- Good Governance
- Student satisfaction

4.2 Goals, objectives and strategies

Goal 1: Enhance human resource management

Objectives 1: Manage sufficient staffs

Strategies:

- a. The campus will appoint required number of fulltime faculties in all the departments, institutes and programme.

- b. The campus will try its best to obtain permanent faculties with research and pedagogical exposure from Tribhuvan University in course of new posting and transfer of the permanent faculties.
- c. The campus will allow the transfer of permanent human resource only if the replacement/compensation will be made.
- d. The mandatory provision of maintaining minimum 42 hours of duty in the campus for full time faculties will be strictly executed.
- e. The campus will try to obtain/manage permanent staffs with higher-level skills on account and IT.

Objectives 2: Review and modify the responsibilities

Strategies:

- a. The campus will introduce measures to functionalize all the entities including individual staffs in line with Quality Enhancement Directives.
- b. The campus will form a taskforce to coordinate among the different departments, administrative section, committees and mechanism of the campus.
- c. The campus will generate, modify, merge and reform some units, sections, departments and cells/committees to enhance the collective performance.
- d. The campus will functionalize effectively the grievance handling cell to supervise the departmental/lab grievances.

Objectives 3: Enhance the efficiency of teaching and nonteaching staffs.

Strategies:

- a. The campus will further promote the provision for the faculties to prepare annual plan and unit/teaching plan.
- b. The campus will ensure the skills of the faculties to use multimedia projectors, practical equipment (in science lab) and relevant pedagogy in teaching. Required workshop and seminar will be conducted in case of lacking such skills.
- c. The campus will enhance the research, supervision and ICT skills of the faculties and staffs by providing opportunity to attend research workshops, training, refresher course workshop, seminar, etc.
- d. The campus will encourage and assist faculties for journal publications with high quality peer reviewed scholarly articles,
- e. The campus will encourage the faculties for the production of creative and research-based works and paper presentations at appropriate scholarly conferences.
- f. The campus will execute mandatory provision to maintain appraisal forms (self-appraisal and peer appraisal) for the faculties and staffs.
- g. The campus will enhance the monitoring provision to respond immediately to the concern of the class/services/ performance of the faculties and staffs.
- h. The campus will provide immediate feedback to the faculties/staffs on the basis of the evaluation maintained through evaluation form by peers and students.
- i. The campus will maintain mandatory provision for every faculty to ensure minimum of 50% pass rate in average.
- j. The campus will encourage faculty to visit different campuses to promote the culture of cooperation and sharing on a reciprocal basis.
- k. The campus will upgrade administrative efficiency and skills for providing paperless administrative services.
- l. The campus will conduct minimum 2 workshop and training annually to upgrade the IT skills, Software handling skills and skills on library/e-library service delivery for the required teaching and non-teaching staffs.

Objectives 4: Motivate teaching and non teaching staffs**Strategies:**

- a. The campus will attempt to provide reasonable allowance and other benefits to the faculties and staffs to visit the campuses and institutes delivering high quality research, pedagogical and administrative services for acquiring empirical knowledges.
- b. The campus will execute faculty development measures consisting of the study leave facility and self-study leave. The provision of study leave will be available on the condition/contract of minimum five years of compulsory service in the campus after the study is over.
- c. The campus will provide incentives for the faculties and staffs for executing scientific practical techniques, innovative teaching learning methods and research capable of exploring full potentials of students/research area.
- d. The campus will offer special incentives for the faculties and staffs with higher performance level.

Goal 2 : Enhance and develop physical infrastructure**Objectives 1: Develop physical infrastructures****Strategies:**

- a. The campus will conduct broader interaction to upgrade and update the master plan and adopt the enhanced architectural designing model as per the recommendation of the credible architectural technicians prior to the construction planning of any of the infrastructural works.
- b. The campus will construct sophisticated buildings for classrooms, teacher/staff accommodation and hostel for boys from the budget allocated by the ministry of Education science and technology and from the additional budget received on the different titles after being accredited with QAA.
- c. The campus will complete constructing the library building friendly for differently abled students and manage the required tools and accessories for e-library services.
- d. The campus will maintain additional botanical gardens in front of science building and along the line on the left side of Saraswoti Temple.
- e. The infrastructure for the departments and additional administrative sections including Inquiry Section, IT and EMIS section, First aid room and the office room for Alumni Association will be managed.
- f. The campus will install underground water pumping system.
- g. The campus will explore the possibility of maintaining rock garden, bungee jump, mechanical swing, sky cycling and swimming pool in the lower premise of the campus.
- h. The campus will update its total land area and prevent the encroachment as well as entry of unauthorized person by maintaining proper walling and fencing in required areas and effective checking provision through guards in the entrance gates for maintaining peaceful and academic environment around the campus premises.

Objectives 2: Upgrade and expand the existing physical facilities through repair, renovation and maintenance**Strategies:**

- a. The campus will renovate and enhance the structure of Hall No. 3 to make it more advanced for assembly purpose.

- b. The campus will expand the facility of sanitary pad and install additional vending machine.
- c. The campus will manage additional Computer lab accessible to all the faculties, staffs and students.
- d. The campus will install additional CC camera to cover every nook and cranny of the campus premises.
- e. The campus will repair and renovate all the furniture including desks and benches maintaining minimum level of standard and uniformity.
- f. The campus will maintain necessary toilets.

Objectives 3 : Manage essential equipment and accessories

Strategies:

- a. The campus will effectively maintain EMIS software and deliver all its administrative services more effectively.
- b. The campus will maintain higher voltage electric supply, more sustained power back up system and more credible IT hardware and tools repairing mechanism.
- c. The campus will maintain a Response Desk under IT section enhancing the service to respond e-queries.
- d. The campus will ensure the supply and proper functioning of the basic implements in the library with smooth e-library services ensuring the access to international journals including departmental libraries, classrooms, sections and the offices.
- e. The campus will maintain manageable number of students in each classroom with advanced desk benches.
- f. The campus will employ every possibility, including alternative/online medium of teaching to attract and convene the students from all walks of life.

Objectives 4: Maintain greenery, cleanliness, peaceful and hygienic environment in Campus premises

Strategies:

- a. The campus will expand the capacity the canteen and ensure the quality of food and reasonable cost provided by the canteen.
- b. The campus will maintain proper sanitation in the campus premises, offices, labs, classrooms and toilets with the provision of proper sanitary staff.
- c. The campus will conduct programs for promoting awareness on the value of ecology, biodiversity, pollution free environment and conduct tree plantation and sanitary programme encouraging the involvement of faculties, staffs and students to maintain the green and clean environment in campus.
- d. The campus will plant additional trees and fruits with commercial, ecological and medicinal eminence on the edge of upper compound of the campus.
- e. The campus will further maintain the gardens with the provision of gardening staffs.

Goal 3: Enhance teaching learning practices

Objective 1: Launch Admission Campaign

Strategies:

- a. The campus will utilize mass media to advertise the admission notice along with the required documents and processes.

- b. The campus will massively distribute campus prospectus and brochure containing the details of programme, institutional highlights and facilities available in the campus.
- c. The campus will form especial task force to launch visit programme to the perspective/feeder school/colleges and parents prior to the admission time.

Objective 2: Enhance student support scheme

Strategies:

- a. The campus will launch new courses paying special attention to the diversity of aspiration, demand, chances of employability and needs of the students.
- b. The campus will explore the possibility of transportation facility provision to draw the students from the area farther than one hour of walking distance.
- c. The campus will invite the parents, teachers and social leaders of the feeder institutions and perspective students and conduct interaction on their expectations and needs.
- d. The campus will appeal the donors and founders to install more scholarship funds for the outstanding students from lower social strata.
- e. The campus will consistently coordinate with local employers to enhance job opportunities for those students who are in need of job even in the study term.
- f. The campus will organize job fair annually.

Objectives 3: Promote students on reading and learning

Strategies:

- a. The campus will organize motivational programmes for inspiring students on learning, participating on internal exams and completing their graduation.
- b. The campus will motivate students for time management and the culture of reading and writing.
- c. The campus will encourage students to visit different campuses to promote the culture of cooperation and sharing on a reciprocal basis.
- d. The campus will effectively utilize counselling cell and consultancy service to address the personal needs of the students.
- e. The campus will introduce innovative academic programs.
- f. The campus will conduct the classes in the shift convenient and promising to most of the students. The classes of Bachelor level Humanity (BA) will be conducted in the morning shift and Bachelor level Science (BSc) classes and minimum one section of BBS class will be conducted in the day shift.
- g. Regular class attendance of students will be maintained with effective monitoring.

Objective 4: Enhance creativity and applied opportunities for competent graduates

Strategies:

- a. The campus will expand the area of practical/empirical opportunities through virtual excursion, field/lab visit and educational tour for the students to enhance their experience in the diverse field.
- b. The campus will expand the area of intern/ entrepreneurial/practical opportunities for the students.
- c. The campus will introduce effective remedial classes and reinforcement provision to ensure minimum 5% additional success/graduation rate.

- d. The campus will encourage the students' representatives/SQC for organizing and participating recreational, sanitary and awareness generating activities.
- e. The campus will encourage students to form different Outreach clubs (Awareness club, cultural and talents exhibition club, Nature and Sanitary club, Mass Media club, Invention and Discovery Club etc.).
- f. The campus will encourage students to form different sports clubs (TT club, Football club, Volleyball club, Cricket club etc.).
- g. The campus will explore the possibility of involving and integrating students on learning and working experience by introducing an agricultural firm, Agro-Sales Depot, organic resort/hotel and cooperatives operated by the campus.

Goal 4: Promote research and development

Objectives 1: Enhance research components

Strategies:

- a. The Research Management Committee (RMC) will be further strengthened with the allocation of minimum five percent budget on research and publication activities.
- b. RMC will prepare the updated guidelines; introduce researchable topics and samples of research on diverse area.
- c. RMC will provide counselling service, evaluation and feedback services to the faculties on integrating research and pedagogical practices.
- d. RMC will provide consistent online suggestion for the library and field research activities.
- e. RMC will prepare the annual plan for research activities including the research grant and publication offer with the mandatory provision for faculties to conduct minimum one research and one publication annually.
- h. The campus will ensure the participation of faculties in applied research activities and research publication.
- f. The provision of one door system for operating mini research, journal publication, research orientation and academic writing will be maintained through RMC

Objectives 2: Enhance research resources and collaboration

Strategies:

- a. RMC will maintain research resources including references, journals, e-journals, fund and other required tools and equipment.
- b. RMC will explore possible areas of research collaboration and consultancy with government, NGOs/INGOs, local communities, national and international agencies.
- c. RMC will coordinate with UGC and other agencies to obtain economic grant and technical assistance.
- d. RMC will coordinate with the researcher and research expert for assisting the researcher as per his/her requirements.
- e. RMC will monitor the involvement of the faculties in research activities and ensure the provision of economic and expert support to the faculty.

Objectives 3: Enhance practical engagement, research and publication

Strategies:

- a. The campus will enhance experiment/practical provision in the courses integrated with lab practical or field practical.
- b. The campus will maintain mandatory provision to conduct prescribed level of experiment/practical classes in the courses integrated with lab practical or field practical.
- c. The campus will offer especial incentives for the innovative and practicable research, findings, invention or discovery.
- d. RMC will conduct interaction with perspective local/national organizations and inspire them to seek research assistance from the faculties of this campus.
- e. RMC will approach national and international level agencies to promote sharing of skills, technologies and development on research.
- f. RMC will publish a journal with research-based peer reviewed articles.
- g. The campus will conduct research training for students for enabling them to carry out relevant level research and learn to write thesis/research paper following research pattern.
- h. The campus will conduct motivational/demonstration programmes on discovery and invention especially for the students of science and technology inspiring them to engage themselves on discovery and invention activities.
- i. The students of master level will be encouraged to write their thesis on research writing format and those theses will be published on a journal.
- j. The campus will maintain and annually update tracer study report and utilize the suggestions of the students in the improvement of concerned aspects.
- k. RMC will prepare the guidelines, introduce researchable topics and samples of research on diverse area.
- l. RMC will provide counselling service, evaluation and feedback services to the students on integrating research and teaching.
- m. RMC will provide consistent direct and online suggestion for the research activities.

Goal 5 : Enhance institutional quality and assessment system**Objective: 1 Create an inspiring academic environment****Strategies:**

- a. The campus will stick to the policy, Act, rule and regulation of Tribhuvan university.
- b. The campus will maintain its commitment to stand unbiased and unprejudiced to any of the staffs, students and stakeholders.
- c. The campus will prevent the faculties and staffs from assuming the executive post and involvement in the activities of the political/ communal / regional/racial groups.
- d. The campus will not permit to use the campus premises for organizing the activities that champion the political move/communalism/racism and regionalism.
- e. The campus will practice collective and inclusive decision making by respecting the diversity of opinions of all stakeholders and promoting the sense of ownership of the stakeholders.
- f. The campus will maintain transparency and consensus in policy making, implementing, monitoring and review.

- g. The campus will motivate and reward the faculties, staffs and students to practise the values of team work, sharing, collaboration, rationality, equity and professional ethics.
- h. Campus charter will be consistently maintained in the most noticeable area of the campus premises.
- h. The campus will maintain institutional code of conduct for faculties, staffs and students and motivate them to imbibe the culture of good conduct.
- i. The campus will identify the activities that may cause the negative impacts on campus and utilize collective tactics to tackle those activities.

Objective: 2 Enhance monitoring system

Strategies:

- a. The campus will enhance Internal Quality Assurance Committee (IQAC) to carry out its quality assurance function effectively.
- b. The campus will monitor all the department/institutes and committees regarding the working procedures, annual plan and periodic progress report.
- c. The IQAC will strictly monitor the application of ToR and cases of deviation from ToR will be strictly discouraged.
- d. The IQAC will monitor all the departments and faculties in maintaining minimum prescribed standard in the application of teaching tools and techniques, evaluation techniques, reporting and feed backing.
- e. The campus will ensure the documentation of individual profile of the faculties, subjects, departments and students if the annual scoring is below 35%.

Objective 3: Develop an advanced assessment system

Strategies

- a. The campus will carry out internal academic audit annually.
- b. The campus will conduct external academic audit every two year.
- c. The campus will consistently maintain mandatory provision of appraisal system for the faculties and staffs (self-appraisal, peer appraisal, appraisal by the students and stakeholders.)
- d. The campus will maintain annual assessment of the strategic plan
- e. The campus will update and review the institutional self-assessment report (SSR) annually and formulate improvement policies accordingly.
- f. The campus will maintain consistency in conducting internal exams of the students.
- g. The campus will maintain performance evaluation of the faculties/staffs, department/institute and sections.

Objective 4: Enhance the provision of documentation, reporting and communicating

Strategies:

- a. The campus will conduct orientation on preparing plan, maintaining document and report preparation
- b. The campus will enhance Educational Management and Information System (EMIS) unit to maintain documents that are more credible and computerized record of all the activities of the institution, students, faculties and staffs.

- c. The campus will assign a staff with IT skills to update its website and social sites pages on regular basis.
- d. The campus will maintain mandatory provision for all the departments/institutes/programme/committee to prepare annual plan and self-assessment report annually.
- e. The campus will consistently publish its half-yearly bulletin consisting of the institutional information and activities.
- f. The campus will maintain a Response Desk under IT section with a staff assigned with the duty to maintain effective public information and respond e-queries.
- g. The campus will annually publish the institutional reports consisting of all activities in a book form.

Objective 5: Enhance the eminence and glory of the campus

Strategies:

- a. The campus will disseminate the emerging achievements through the website, bulletin, social sites, progress report, prospectus, brochure, calendar and other publication of the campus.
- b. The campus will function as the hub of diverse opportunities and budding talents by conducting national level/ province level/ district level sports fair, cultural fair, quiz and elocution contest, essay writing and poetry contest and invite the concerned sectors.
- c. The campus will inspire students to conduct case study or write thesis on locally prominent issues that benefits or addresses the concern of the wider section of the society.
- d. The campus will introduce special provision to honor and award students with outstanding performance in sports, scientific and technological findings/invention/discovery and prominent research work on special occasion.
- e. The campus will inspire students to conduct outreach programmes on social, environmental, health and other relevant issues.
- f. The campus will provide campus uniform, campus bags, stationery materials and possible textual/learning resources with campus logo at cheaper price after having certified with Quality Assurance and Accreditation (QAA).
- g. The campus will celebrate the 60th anniversary of the campus as Diamond Anniversary with special programmes.

Goal 6 : To ensure financial sustainability

Objective 1: Maintain sustained economic sources

Strategies:

- a. The campus will found a trust/foundation for collecting fund aiming to help and guarantee the access of the students from lower strata to higher educational opportunities.
- b. The campus will approach different donors to collect fund for constructing additional shopping shutters as a means of regular income.
- c. The campus will enhance the coordination with Alumni Association and other stakeholders to form a foreign bureau as the foreign wing of Alumni Association to ensure the provision of economic support for the students from poor and backward section.
- d. The campus will invite and honor the founders and their family members, donors, retired/ex faculties/staffs and well-wishers and encourage them for the further support.
- e. The campus will found Pensioner/Ex-employee Club/Trust to utilize their experience and access for the sake of the campus.

- f. Increase internal income sources through launching new programmes and constructing additional shopping complex.

Objective 2: Maintain financial control and reporting mechanism

Strategies:

- a. The campus will adopt cost reduction practices.
- b. The campus will form internal audit committee assigned with carrying out the accounting audit annually.
- c. The campus will maintain the provision of preparing monthly financial report.
- d. The campus will introduce ebilling system and cashless transaction

4.3 Implementation Schedule with Estimated Budget (000)

SN	Action	Responsible Unit	Timeline					Total	Total Budget	Expected outcome
			079/80	080/081	081/082	082/083	083/084			
Goal 1: Enhance human resource management										
Objectives 1: Manage sufficient staffs	Appoint required number of fulltime faculties. (No)	Campus Administration	85	91	100	105	105	105		Strong workforce for tutorial efficiency, resolved part time teachers' problem
	Obtain permanent faculties with research and pedagogical exposure.	Campus Administration/ TU	2	2	4	4	3	15	15	Increased research and pedagogical input
	Practise the transfer of permanent human resource on equalizing basis (only if the replacement/compensation).	Campus Administration/ TU	According to Requirement							Sustained provision of permanent manpower
	Provision of maintaining minimum 42 hours of duty in the campus for full time faculties	Campus Administration								Increased working hours for institutional improvement
	manage permanent staffs with higher-level skills on account and IT.	Campus Administration/ TU	3	5	8	11	14			Sustained input for digital accounting system
Objectives 2: Review and modify the responsibilities	Functionalize Quality Enhancement Directives.	IQAC/ Campus Administration								More improved quality
	Coordinate among the different departments, administrative section, committees and mechanism of the campus.	IQAC/ Campus Administration								Better team spirit and integrated action for all round improvement

	Modify, merge and reform units, sections, departments and cells/committees.	IQAC/ Campus Administration	100	200	100	200	200		800	Increased performance with more functional units
	Functionalize effectively the grievance handling cell	IQAC/ Campus Administration	25	25	25	25	25		125	Immediate problem solving and enhanced satisfaction
Objectives 3: Enhance the efficiency of	Preparation of annual plan and unit/teaching plan.	IQAC/ Campus Administration	100	100	100	100	100		500	Increased pass percentage /graduation through quality teaching
Teaching and nonteaching staffs.	Conduct minimum 2 workshop	RMC	300	300	400	400	500		1900	Improved tutorial/working efficiency
	Provide paperless administrative services.	EMIS/Campus Administration	800	200	200	600	200		2000	Efficient and transparent service
	Visit different campuses for sharing and cooperation	Campus Administration	300	300	300	300	300		1500	Enhanced skill and confidence
	Minimum of 50% pass rate in average	Faculties/Department	25%	30%	35%	40%	50%		50%	Increased institutional output and eminence
	Monitoring for immediate response	IQAC/ Campus Administration	25	30	30	35	40		160	Proper job performance
	Maintain appraisal system	IQAC/ Campus Administration	50	50	100	100	100		400	Enhanced competitive professional output
	Creative and research-based works/articles and paper presentations	RMC	100	150	150	200	200		800	Increased research and academic output
	Publications of peer reviewed journal by every faculty	RMC	100	200	400	600	1000		2300	Increased research output
	Enable the faculties to use multimedia and ICT skills and practical equipment	Campus Administration	50	100	150	200	200		700	Increased pedagogical efficiency

Objectives 4: Motivate teaching and non-teaching staffs	Provide reasonable allowance for research and visit	Campus Administration	200	200	250	300	400		1350	Motivated and satisfied Staffs with enhanced research output
	Study leave facility (minimum five years of compulsory service after the study is over).	Campus Administration	3 faculty	3 faculty	4 faculty	5 Faculty	5 Faculty			Increased academic efficiency
	Incentives for the faculties and staffs	Campus Administration	2000	3000	4000	5000	6000		20000	Satisfied and motivated staffs
Goal 2 : Enhance and develop physical infrastructure										
Objectives1: Develop physical infrastructures	Upgrade and update the master plan and apply architectural design for construction.	Campus Administration	100	200	200	200	200		900	High quality construction works at proper place
	Construction of buildings for classrooms, teacher/staff accommodation and hostel for boys. (UGC/Exim/Other sources)	CRMC/ Campus administration	50000	70000	10500	10500	10500		151500	Facility of required infrastructures
	Complete the library building construction and introduce e-library services.	CRMC/ Campus administration	10000	10000	500	500	500		40000	Sophisticated library with e-learning provision
	Botanical gardens in front of science building and along the line on the left side of Saraswoti Temple.	CRMC/ Campus administration		1000		1000			3500	Enhanced greenery
	Office for Inquiry Section, IT and EMIS section, First aid room and Alumni	CRMC/ Campus administration	500	1000	100	100	100		4500	Facility of required infrastructures for the concerned unit.
	Install underground water pumping system.	CRMC/ Campus administration	3000						3000	Sufficient provision of drinking water

	Explore the possibility of rock garden, bungee jump, swing, sky cycling and swimming pool	RMC/ Campus administration		500	500	500				Findings of new income sources
	Update land area and compounding with wall/fence.	CRMC/ Campus administration	500	700	1000				2200	Defined land area with Safe and well-fenced compound
Objectives 2: Upgrade and expand the existing physical facilities through repair, renovation and maintenance	Renovate Hall No. 3 for assembly purpose.	CRMC/ Campus administration	1000						1000	Hall facility for assembly
	Increase facility of sanitary pad and vending machine.	CRMC/ Campus administration	300	100	100	100	100		700	Female friendly environment
	Computer lab accessible to all	Campus administration	100	2000	100	100	2000		4300	Full IT friendly environment
	Install additional CC camera.	CRMC/ Campus administration	300		400				700	Assured security provision
	Repair and renovate all the furniture	CRMC/ Campus administration	200	200	200	200	200		1000	Upgraded furniture
	Maintain necessary toilets.	CRMC/ Campus administration	200	2000	200	200	1500		4100	Enhanced operation/performance of job
Objectives 3 : Manage essential equipment and accessories	Maintain EMIS software.(rep)	EMIS/ Campus administration	100		100		150		350	Fully digital/ software service
	Higher voltage electric supply, power back up system and IT hardware and tools repairing mechanism.	CRMC/ Campus administration	500	1500	500	500	500		3500	Consistent provision of prerequisites
	Response Desk under IT section	EMIS/Campus administration		150					150	Advanced response/communication

	Basic implements in the library with access to international journals	CRMC/ Campus administration	50	60	80	100	200		490	Advanced learning resources
	Fix number of students for well managed tutorial session	IQAC/ Campus administration	As per the need						0	Upgraded teaching/learning environment in the class
	Alternative/online medium of teaching	IQAC/ Campus administration	100	200	200	200	200		900	Flexible tutorial facility/increased enrollment and pass percentage
Objectives 4: Maintain greenery, cleanliness, peaceful and hygienic environment in Campus premises	Expand the capacity of the canteen	CRMC/ Campus administration			500				500	Sufficient canteen facility
	Maintain proper sanitation	CRMC/ Campus administration	150	200	200	200	250		1000	Enhanced cleanliness
	Conduct awareness programmes	Sanitary staff/Campus Family	50	50	60	50	50		260	Increased awareness
	Tree plantation	Campus family	10	10	10	10	10		50	Improved greenery
	Maintain the gardens with gardening staffs.	Gardening staff/ Campus administration	300	300	300	300	300		1500	Elevated natural panorama
Goal 3: Enhance teaching learning practices									0	
Objective 1: Launch Admission Campaign	Utilize mass media to advertise the admission notice	EMIS/ Campus administration	100	100	100	100	100		500	Increased enrollment
	Distribute campus prospectus and brochure	EMIS/ Campus administration	200	250	250	250	250		1200	Increased circulation of institutional information
	launch visit programme to the perspective/feeder school/colleges	Task force/ Campus administration	100	150	200	250	300		1000	Enhanced exchange of expectation and circulation of information

Objective 2: Enhance student support scheme	launch new programmes (MED English, BALLB, BSW, BEEd ICT,)	Campus administration	500	1000	1000	1000	2000		5500	Increased provision of technical/job oriented programmes/ increased enrollment
	Provision of vehicle	COC/CEC/Campus administration	5000	400	400	400	400		6600	Expanded catchment area/ Increased enrollment
	Interaction programme with stakeholders on their institutional expectations and needs.	CEC/Campus administration	50	50	50	50	60		260	Exchange of expectation and better planning
	Appeal the donors and founders to install more scholarship funds	COC/CEC/Campus administration	2000	2000	2000	2000	2000		10000	Increased accessibility for poor and outstanding students
	Coordinate with local employers to enhance job opportunities	Employment cell/COC/Campus administration	As per the need						0	Increased accessibility for poor students through job opportunities
	Organize job fair	Employment cell/Campus administration	100	150	200	250	300		1000	Increased job scope and dissemination of institutional output
Objectives 3: Promote students on reading and learning	Organize motivational programmes for students	IQAC/concerned departments	60	60	80	90	100		390	Increased reading and course completing culture
	Students visit and excursion	Concerned departments/Campus administration	100	150	200	200	300		950	Primary knowledge of outside progress
	Provide counselling and consultancy service	Counselling cell/Campus administration	for 50 students	for 100 students	for 500 students	for 1000 students	for All students			Increased satisfaction and scoring

	Shift management	Campus administration	As per the need							Favoured learning time/increased enrollment and balanced manpower engagement
	Monitorin of class attendance of students	Concerned departments /Campus administration	10	10	10	20	30			Increased attendance/learning and scoring
Objective 4: Enhance creativity and applied opportunities for competent graduates	Virtual excursion, field/lab visit	IOST/Campus administration	20	30	40	50	60			Enhanced primary knowledge of technological application and advancement
	Intern/ entrepreneurial / practical opportunities	concerned departments/ca mpus administration	10	15	20	30	30			Enhanced primary knowledge of commercial/job/ application
	Introduce remedial classes	concerned departments/ca mpus administration	100	150	200	300	400			Increased graduation percentage
	Students' representatives/SQC to organize / participate recreational, sanitary and awareness generating activities.	FSU/SQC/SWC	100	150	200	200	200			Increased confidence on leadership skills/social/envron mental issues
	Form outreach/sports clubs	SWC/SQC	10	15	20	25	30			Increased sense of social responsibility and talent/sportsmanship exhibition opportunities

	Explore the possibility of agricultural firm, Agro-Sales Depot, organic resort/hotel and cooperatives	RMC/ campus administration	20	50	200	200	200			Findings of new areas of income, internship and work experience	
Goal 4: Promote research and development											
Objectives 1: Enhance research components	Allocate minimum five percent budget on research and publication activities.	Account section/campus administration	5%	5%	5%	5%	5%			Sustained support for research and publication activities	
	Update RMC guidelines to introduce researchable topics	RMC		Update		Update				Increased research works and publication	
	Provide counselling service, evaluation and feedback by RMC	RMC								Increased research works	
	Online suggestion for research by RMC	RMC		Online service						Increased research works	
	Prepare annual plan for research activities and publication	RMC								Increased research works and publication	
	Participation of faculties in research and publication.	RMC/faculties	10%	20%	30%	40%	50 % faculites			Increased research works and publication	
	One door system for research activities	RMC/Campus administration	All research activates Through RMC								More sustained and resourceful RMC
Objectives 2: Enhance research resources and collaboration	Maintain research resources and equipment.	RMC/Campus administration	100		200		300			Increased research skill and support	
	Research collaboration and consultancy		100	100	100	100	100				
	Obtain research grant and technical assistance from UGC and other agencies.	RMC	1000	1500	2000	2500	3000			Increased financial support for research	
	Assist researcher as per his/her requirements.	RMC	100	200	200	200	200			Increased technical support for research	

Objective: 1 Create an inspiring academic environment	Maintain the policy, Act, rule and regulation of TU.	Campus administration								Enhanced good governance and improved academic environment
	Discourage the faculties and staffs from assuming the executive post and involvement in the activities of the political/ regional/racial groups.	Campus administration								Enhanced good governance and improved academic environment
	Discourage to use the campus premises for organizing the activities that champion the political move/communalism/racism and regionalism.	Campus administration	stop the entry of outsiders by appointing guards			Digital Gate Construction(2000)				Enhanced academic culture
	Participatory decision for promoting the sense of ownership	COC/CEC								Increased involvement of the external stakeholders on campus activities
	Motivate and reward for professional ethics.	Campus administration	2 teaching and 2 non teaching staffs	2 teaching and 2 non teaching staffs	4 teaching and 4 non teaching staffs	4 teaching and 4 non teaching staffs	4 teaching and 4 non teaching staffs		4 teaching and 4 non teaching staffs	Enhanced good Governance and professionally competitive environment
	Update Campus Charter	EMIS/Campus administration	Update		Update		update			Enhanced good Governance
	Implement institutional code of conduct	Campus administration	started				completely			Enhanced good Governance
	Discourage the activities that may cause the negative impacts	Campus administration								Enhanced good Governance

Objective: Enhance monitoring system	2	IQAC to carry out quality assurance function.	IQAC	As per the need						Upgraded quality with more functional depart/committees
		Monitor all the department/institutes, committees and staffs regarding the application of ToR	IQAC/ Campus administration	All D & S	All D & S	All D & S	All D, S & F	All D, S & F		Upgraded and accountable department/institutes, committees and staffs
		Maintain minimum standard in the application of teaching tools and techniques, evaluation techniques, reporting and feed backing.	IQAC/ departments	All D & S	All D & S	All D & S	All D, S & F	All All D, S & F		Upgraded uniformity in educational activities
		Documentation of individual profile of the faculties, subjects, departments and students if the annual scoring is below 35%.	IQAC/concerned department	All D & S	All D & S	All D & S	All D & S	All Faculties		Increased effort for improvement and accountability
Objective 3: Develop an advanced assessment system		Internal academic audit annually and external academic audit every two year.	Account section/ Campus administration	50	150	60	250			Increased level of collective effort for better performance
		Appraisal system for the faculties and staffs	IQAC/ Campus administration							Increased level of individual effort for better performance
		Annual assessment of the strategic plan	IQAC/COC/CEC/Campus administration							Increased level of executive effort for implementing the strategies
		Update and review SSR annually.	SAT/IQAC							Increased level of accountability and collective initiatives for sustained quality

	Consistency in conducting internal exams.	IEC/ Campus administration	2 internal exam for annual and semester system						Increased pass percentage through increased teaching/learning effort
	Performance evaluation of the faculties/staffs, department/institute (Half yearly) and sections (Tri monthly)	Campus administration	All Department and section						Increased effort for better job performance
Objective 4: Enhance the provision of documentation, reporting and communicating	Conduct orientation on preparing plan, documentation and reporting	IQAC/EMIS	50	100	150	150	200		Upgraded job performance including planning, documentation and reporting
	Enhance EMIS	EMIS/ Campus administration	40	50	50	50	50		Upgraded digital intercom, institutional data and documentation,
	Update website and social sites on regular basis.	IT section/EMIS	50	50	50	50	50		Upgraded institutional reporting
	Annual plan and self-assessment report annually.	Concerned entity	50	50	50	50	50		Upgraded and competitive effort for better performance
	Publish bulletin consistently.	EMIS	50	50	50	50	50		Upgraded institutional reporting

	Maintain Response Desk (rep)	EMIS/ Campus administration								Upgraded and immediate service through institutional response
	Publish the institutional report annually	Campus administration	50	50	50	50	50			Upgraded institutional reporting for broader inputs
Objective 5: Enhance the eminence and glory of the campus	Disseminate achievements	EMIS	Annually	Annually	Annually	Annually	Annually			Upgraded institutional eminence and improved public perception
	Conduct sports fair, cultural fair and talent show.	EAC/ Campus administration	150	200	200	200	200			Upgraded institutional eminence with multiple activities
	Conduct case study or write thesis on locally prominent issues	Concerned department/faculty	encourage min 10 the student	encourage min 13 the student	encourage min 15 the student	encourage min 15 the student	encourage min 20 the student			Upgraded level of involvement in social issues
	Honor and award students with outstanding performance	Campus administration	50	50	60	70	70			Increased enrollment of outstanding students/increased level of satisfaction
	Students to conduct outreach programmes	SWC/SQC	10	10	15	15	15			Upgraded level of social responsibility and involvement in social issues

	Enhance institutional identity through campus uniform, bags, stationery materials and others with campus logo.	EMIS/ Campus administration	500	150	200	300	600			Upgraded level of institutional identity and eminence	
	Celebrate the 60 th anniversary	COC/Campus administration		500							
Goal 6 : To ensure financial sustainability											
Objective 1: Maintain sustained economic sources	Found a trust/foundation for collecting fund	COC/ Campus administration	2000	2000	2000	2000	2000			Sustained financial status	
	Approach different donors for fund collection	COC/ Campus administration	1 Donor	2 Donor	2 Donor	2 Donor	3 Donor			Sustained financial status	
	Coordinate with Alumni Association and other stakeholders to form a foreign bureau	COC/ Campus administration	1 alumni program annually								Sustained financial status
	Honor the founders and their family members, donors, retired/ex faculties/staffs and others	COC/Campus administration	50	50	50	50	60			Increased culture of honour for institutional good will.	
	Found Pensioner/Ex-employee Club/Trust to utilize their experience	COC/ Campus administration		ex employe e club		ex teachers club				Increased contributors for institutional sustainability	
	Launch new programmes and construct additional shopping complex for internal income.	Campus administration /CRMC		5000			7000			Increased educational opportunities and regular income sources	
	Objective 2: Maintain financial	Adopt cost reduction practices.	Campus administration	One door policy in expenses							Increased saving and reduced cost

References

- Dhawalagiri Multiple Campus (2074). Five year Strategic Plan (2073/74-078/79) submitted to University Grants Commission, Sanothimi, Bhaktapur.
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- Strategic Plan Preparation Committee (2074). Strategic Plan of Dhawalagiri Multiple Campus. Submitted to Campus Executive committee, Dhawalagiri Multiple Campus, Baglung.
- Free Student Union (2074). Dhawalagiri Darpan. Submitted to stakeholders, Dhawalagiri Multiple Campus, Baglung.

Annex