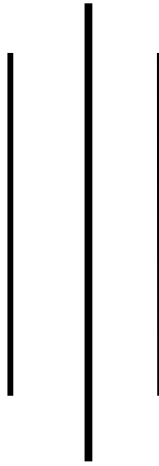


# STRATEGIC PLAN OF JANAPRIYA MULTIPLE CAMPUS



*Submitted to:*  
**Campus Management Committee**  
**Janapriya Multiple Campus**  
**Pokhara**

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March 5, 2016

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## **1. Introduction**

Higher education in Nepal is expanding rapidly in response to the ever increasing aspiration of people for quality higher education. Higher education institutions are being added and student enrolment in higher education institutions is increasing every year. With the increasing number of graduates concerns of quality and relevance of higher education programs and the delivering institutions are also growing particularly in view of employability of the graduates and/or their capacity for self initiatives/entrepreneurships to generate employment. A substantive number of students are going abroad for higher education seeking better quality and relevance. Janapriya Multiple Campus (JMC) was established with the active participation of local community including social workers, teachers, educationists, academics and social organizations. JMC has been seeking to deliver quality education within locally affordable cost lower middle class of people in country and city. From the very beginning JMC has tried to offer its service through planned approach and has developed its plan and policies. As a result JMC is found QAA certified leading community based academic institution of this region. It is another step to being a leading academic institution to prepare and follow the long term plan with clear vision.

## **2. Historical Background**

After restoration of democracy in Nepal constituent campuses of TU could not meet the demand of quality education in higher education. TU itself encouraged initiating the higher educational institute and campuses in different parts of the country. As a result sufficient numbers of public (community based) and private higher education institutions (HEIs) have been established in the nation. Janapriya Multiple Campus (JMC) is also one of the campuses established in 1990s in this background Janapriya Multiple Campus (JMC) was established in 2048 (1990) with the active participation of local community including social workers, teachers, educationists, academics and social organizations. Shreejana Development Centre (SDC) and Janapriya Higher Secondary School (JHS) played an important role to establish the Campus. Hundreds of meetings and interaction were held at SDC and JHS with the community people in the activation of SDC and the academics. Continued meetings and interaction materialized the objective of establishing a community based campus in this region. As a result, JMC came into existence.

### **3. Assessment of Present Status**

JMC is an autonomous institution in every respect. However, as a TU affiliated Campus, JMC is governed by the TU's academic rules and regulations, curricula and examination. It has own premises of 9-7-3-3 (9 Ropani 7 Ana 3 Paisa 3 Dam) area with four distinct building blocks. Within these physical infrastructures, JMC has 57 teaching faculties, 42 Non-teaching staffs and 2034 Students in different programs. JMC has offered programs like Bachelor of Business Studies (BBS), Bachelor of Arts (BA), Bachelor of Business Administration (BBA), Bachelor of Education (B Ed), Bachelor of Science (BSc) Master of Business Studies (MBS), and Master of Arts in sociology and English (MA). It has several academic Departments such as Department of Physics, Department of Chemistry, Department of Biology, Botany, Zoology, Microbiology and Environmental Science, Department of English, Department of Nepali, Department of Economics, Department of Social Studies and Department of Math and Statistics, Department of Accounting and Financial Management, Department of General Management and Research and Department of Education.

According to the Campus Article of Association – 2048, (1991)5th amendment – 2066 (2009), chapter -5, Article – 13, JMC has made the provision of selection committee to recruits the teaching and non teaching staff. The required number of teaching and non teaching staff is decided by the campus authority on the basis of demand of head of the departments and coordinators. The selection committee is responsible to recruit the teaching and non teaching staff. For the purpose of recruitment, notice is published in campus's notice board and also vacancy announcement notice is advertised in local/national newspapers. Written and oral examination are taken for permanent and oral exam and class observation method is followed to recruit the temporary teaching staff and oral and written examination is taken for non teaching staff.

JMC has clearly defined its goals, objectives and standards including background information, vision, mission and strategic plan. JMC has a community campus and operates under the management committee elected by the community people. The campus is a nonprofit and philanthropic organization, devoted to provide quality education to the students from the backward and disadvantaged society. The campus aims to bring forth highly qualified, well disciplined human resource befitting to the global market demand. JMC is endeavored to expand

and strengthen the academic and job oriented programs with clearly defined practicable plans, programs and implementing strategies.

JMC has proved itself as a QAA certified academic institution in this region. It has different academic leading functions in operations like JRCC which has been publishing one of the peer-reviewed journals entitled ‘Janapriya Journal of Inter-disciplinary Studies’, management committee has been approving paid study leave to the faculty members. It has its own and unique characteristics of managing the community based campus all over Nepal.

### **3.1 Organizational Structure**

JMC has been running under the *Janapriya Multiple Campus Regulation 2054 (sixth amendment 2069)*. Accordingly, General assembly is the apex body having 545 senate members contributing more than Rs. 50,000 to the campus development fund. The Campus Management Committee (CMC) is the executive body, which is responsible for setting the policies, regulating campus programs and activities. Campus Management Committee comprises of the representatives of stakeholders—teachers, administrative staff, students, parents, local government, senators. Elected person from the general assembly chairs the committee and the campus chief as a member secretary. General assembly is responsible to formulate plan and policies and amend it timely as per the requirement of the campus. The Executive Committee is responsible to execute such plan and policies and the day-to-day functions of the campus. Present organizational structure of JMC is given in Figure 1 on next page.

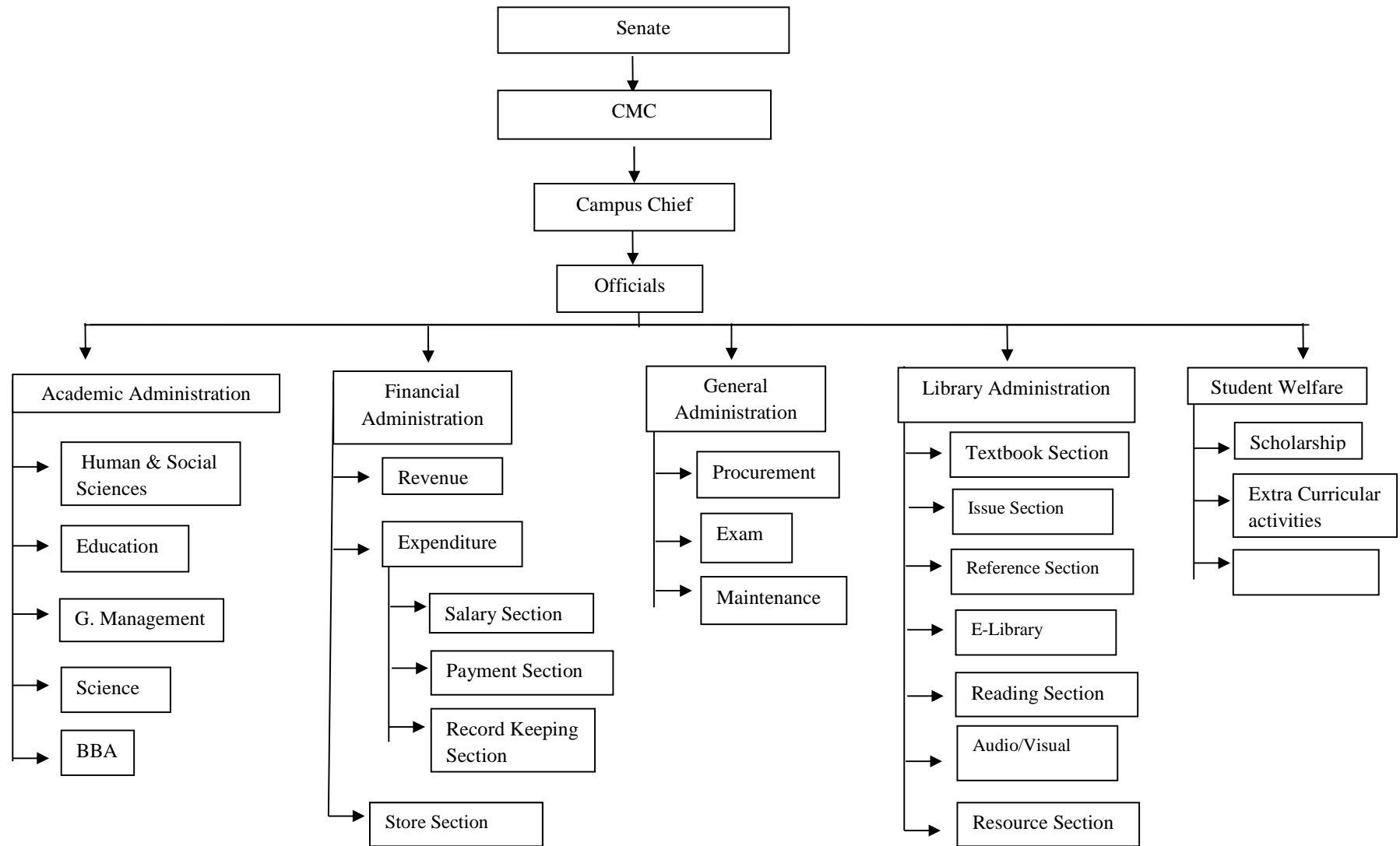
### **3.2 Governing System**

JMC has its own regulation formulated and enacted with the involvement of different stakeholders. Campus Senate has been finalizing and amending it as per the timely requirements of the campus. Senate has been electing the Campus Management Committee (CMC). CMC has been appointing the administrative executives such as Campus Chief, Assistant Campus Chief etc. Different committees and cells also are formulated from CMC to make the operational and governing system transparent, accountable and responsible.

### **3.3 Status of Academic Programs**

JMC has been running different academic programs under Humanities and Social Sciences, Education and Management and Institute of Science and Technology. There are 9 departments opting 14 different subjects. The campus has been running its programs from Bachelor to Master's levels in the morning and day shifts. In the morning program, it is running Master' Program in 3 subjects under Humanities and Social Sciences, Management. In bachelor level 4 different programs is offered by JMC in morning and day shifts. All the programs are launched with the local initiation with the funds raised from the student fees. Finally, the campus has launched BBA as a regular four year program in day shift with the local resource mobilization.

**Figure 1: Organizational Structure of JMC**





### **3.4 Human Resource**

Altogether 57 faculty members and 42 administrative staff are serving for this campus at different capacities. Within the faculties in which 18 (31.58%) are permanent, 7 (12.28%) are temporary, 26 (45.61%) are contract teaching assistant and the rest 6 (10.53%) are part time teachers. Out of 18 permanent faculty members all are lecturers.

Out of 42 official staff, 21 (50%) administrative staff, 2 (4.76%) technical staff and rest 19 (45.24%) are clerical staff. Out of these 39 (92.86%) are permanent and 3(7.14%) are temporary. Among the permanent officer staff, 18 are the officer level and within officer 2 are the first class officers, 6 are the second class officers and the rest are third class officers. Out of technical staffs one is second class officer and one is third class officer. Among the clerical staff one is driver and rest numbers are clerical staff.

### **3.5 Student Detail**

JMC is one of the largest affiliated community based campuses of TU. As stated earlier, it has phased out PCL program and phased in new Bachelor and Master's programs in Education, Humanities and Social sciences, Science and Technology. The number of students in Bachelor programs was found gradually increasing during the observation period (Academic Year 2067/68 to 2071/72). So, in spite of the phase out of PCL program, it has shown a substantial number of students for Bachelor programs. Similarly, students in Master's programs are found increasing year after year. The growth rates in the number of students enrolled in Bachelor and Master's programs during the observed period are 7.5 percent and 33.33 percent respectively. But the overall growth rate in the enrolment of the students is 4.57 percent.

Dropout rate is one of the indicators of effectiveness of the program. For the purpose of this report, program dropout rate of students enrolled in each program of all faculties— Management, Education, Humanities, and Institute of Science and Technology- has been calculated on the basis of number of students enrolled in the first year and number of students who filled out the final year examination form. Dropout rate in all programs is very high. In some programs it is more than 25 percent. Average dropout rate of student in all programs is 17%. High dropout rates imply that the university is flexible about the admission of students. Admission of students runs throughout the academic year. This indicates the poor educational delivery as well as the wastage of national resources in

education. In addition, the high dropout rates adversely affect the management of internal resources, physical infrastructure and human resources. It shows the poor academic performance of the campus.

The high dropout rate has also been backed up by the poor results of the examination. The results of annual examinations of different academic programs range from 12 percent to 100 percent on some batches. The result of Bachelor of Business Administration (BBA) is to some extent satisfactory but the result in Bachelor of business Studies (BBS) especially in first year is very poor i.e. of 12%. Similarly, the result of Master programs is also exceeds the University average of 30%. But, the performance of campus measured in terms of the annual results is found poor and unjustifiable. The high rate of dropout and poor results show that there are lacking in the career of the students in the name of providing cheap higher education.

### **3.6 Present Work load Analysis**

The total existing workload under the three faculties- Humanities and Social Sciences, Management and Education in both Bachelor and Master's level in JMC is 1186 periods per week. The work load in Institute of Science and Technology is 192 periods per week. Considering the total number of full time teaching faculties (51) of JMC, the existing work load per full time faculty is 23.25 period per week. In addition, JMC has employed 6 part time teachers in the programs. These facts indicate the full time teachers are over load. But teachers teaching in Master's level bear the responsibility of supervising dissertations of Master degree students. So their workload is to be justified by 9 periods per week including the dissertation supervision. In the case of other faculties the usual workload is justified by 12 periods per week. Keeping these criteria of workload into consideration, it can be said that existing workload justifies the total 51 full time faculties. The rest of other 6 part time faculties are needed to cover up the extra load equivalent to 15 fulltime faculties and to fulfill the gap of fulltime absentees in teaching.

### **3.7 Financial Status**

Cost recovery is the national policy in higher education (NPC). Accordingly, TU also has emphasized on the internal resource generation to recover the operating expenditure of its

constituent campuses. TU has granted the constituent campuses the free hand to mobilize the local resources. Different categories of academic institutions such as fully government funding, community based, private etc. are into existence in Nepal. So, community based campuses like JMC generate internal funds by mobilizing their available resources and imposing additional charges to the students. This campus also has raised the funds by mobilizing its local resources such as, rental revenue, water boring, levying development fees to the students enrolled in the academic programs approved by the Campus Management Committee, and raising additional fees to the students to TU affiliated programs with internal resources. In addition, the campus do not directly receives the funds from Nepal Government for specified purposes. Thus, the revenue of the campus is classified into internal sources and external sources. External sources include the funds received from the subsidies and grants from UGC and national and international donors. Similarly, internal sources are classified basically into two categories—student fees and rent from different sources.

The major internal source of income to the campus is student fees. Percentage of revenue raised from internal sources ranges from 73.20 percent to 96.67 percent during the analysis period (Fiscal Year 2068/69 to 2071/72). In most of the years, the contribution of internal sources of revenue of the campus remains within 50-96 percent. The percentage of revenue raised from internal sources was relatively high in 2071/72. It was because of the grants from SHEP is not released after Fiscal Year 2070/71. In addition, the reason of high percentage of contribution of internal sources to the total revenue was the student fee hike in the time to time gradually.

The campus has received matching and performance grants from UGC. It has received capital grants only in the fiscal year 2064/65 to Fiscal Year 2070/71. Receiving matching grants implies that the campus has expanded its physical facilities performance grants for both academic and administrative programs during the observed period.

Recurrent expenditure ratio—ratio of recurrent expenditure to the total expenditure- is extremely high. It is around cent percent in most of the observed fiscal years. In general, salary and allowances have occupied more than 80 percent and in some years it is more than 90 percent. High ratio of salary to recurrent expenditure shows that the campus has lack of fund to finance other supporting services and academic activities such as

researches, workshops and seminars. Support from SHEP through UGC was contributed in the past few years to enhance quality and academic performance. In addition, this implies that campus has acute financial problem in delivering the quality services to the students. High dropout rate, high wastage of resources and low passed out rate justify the poor quality ratio. The surplus (deficit) ratio indicates that only in few years revenue of the campus is found enough to meet its expenditure but in other years the deficit is financed by liabilities such as deposits lodged by students and others.

### **3.8 Physical Facilities**

The campus is enriched with two class-room buildings, one library as well as BBA building, and one administrative building for running academic programs. Other facilities provided by campus are Student Hall, Teacher Association office, Staff Association Building, Health room, Seminar Hall, Cafeteria, Sport grounds, Student Union Office, Indoor games hall, Bike Parking Shed, and e-learning centre.

#### **3.8.1 Infrastructure for Academic Activities**

Out of 2 classroom building, 119 rooms covering 67742 square feet plinth areas are available for 4000 students at the rate of 16.94 square feet per student. This is the capacity of students estimated for comfortable accommodations in one shift though 4500 students are accommodated in the present situation.

Despite these, 5 different laboratories occupying 7 rooms with the total plinth area of 3984.85 square accommodate 300 students at any shift. Regarding library facilities the campus has resourceful library in which one Assistant Librarian, 1 head assistant, 3 assistants and 4 supporting staff are rendering their services from morning and day shifts. General Reading room's capacity for students in ground and first floor is around 100 students at a time, E-resource Centre capacity is for 15 students at a time.

At present the total number of text books is 38,300, reference books are 20,000 journals available in different subjects are 200, and magazines are 12. Different types of research reports are found 20; the Master's dissertations are counted as around 100.

### **3.8.2 Infrastructure for Administrative Activities**

In order to support academic activities, JMC has been facilitated with different infrastructures such as administrative building, academic building, student union office, auditorium and seminar halls, health centre, cafeteria, teacher and staff association rooms and the rest rooms.

Administrative building is the main component which administers the entire academic and administrative activities of the campus. It has 95 rooms covering three buildings approximately 3600 square meter plinth areas. In the third floor of administrative building there is a large seminar hall covering the area approximately of 150 m<sup>2</sup>. The Maitri Bhawan building has been constructed with the capacity of accommodating 200 persons in canteen at once plus 9 departments office, Campus chief and assistant campus chief office rooms, Master degree coordinators room and class rooms of master degree.

### **3.8.3 Land Use**

JMC Campus covers 9-7-3-3 ropani land area at Janapriyamarga-8, Pokhara. The area is extended in edge of Pokhara airport and main residential area of the Pokhara city. Most of the buildings are constructed in planned way by covering minimum area of scarce land. Administrative building attached with the classroom buildings. At present, the campus has no space for expansion of classroom buildings within the designated faculty areas mentioned in master plan of the campus.

## **3.9 Future Course Indicated by Present Scenario**

### **3.9.1 Student Statistics**

Both dropout rate and results of annual examination indicate that quality of education imparted by Janapriya Multiple Campus is deteriorating year by year. Similarly, enrolment growth rates in Bachelor and Master's program indicate that it will have adequate number of students in both Bachelor and Master program provided the delivery of quality education and proper management of available resources. But the enrolment in some Master's and Bachelor's programs indicates that the number of student will not be sizable to continue the program.

### **3.9.2 Human Resource**

In specific area academic staff and faculties are less than the number of present work load. The campus Management Committee has yet to use the information and communication technology and scientific management. Qualification of administrative staff shows that most of the administrative staff will not be able to handle the modern office technology. So, the present status of administrative staff shows the human resource crisis for modernizing the future management.

The present status of academic staff also indicates the future crisis of management. More than 89 percent of faculties are hired on full time. This also indicates that if the present status is kept on, campus will be head to human resource crisis for quality higher education. Sufficient academic load is not manageable with current academic staffs as stated in work load analysis as well as prevailing regulation of the campus.

### **3.9.3 Financial Condition**

Though cost recovery rate is increasing year by year, it will not have adequate financial resources to finance the capital expenditure and maintain the academic infrastructure and support services. Operation grant provided by Nepal Government is not sufficient even to cover the stationary expenses only. It indicates that campus will meet financial crisis in future if it does not mobilize either its own local resources or receive more operation grant from Nepal Government or any other supporting agency.

### **3.9.4 Academic Programs**

Some academic programs are attractive to the students and some are not. Most of the programs are not market driven and their products are unemployed. So, if the curriculum of these programs remains in the status quo, it will be turned out as time pass program for students. Finally, most of the programs especially Master's programs under the stream of Humanities and social science and bachelor's degree in institute of science and technology will not be sustainable and they will be turned out as an academic and financial burden to the campus.

### **3.9.5 Physical Infrastructure**

The campus has adequate physical facilities to run the present programs and it is underutilized in day shift. But most of the available physical facilities infrastructures are made up traditionally due to the want of the budget and poor property management as well as immediate requirement at that time in the past. Available physical facilities indicate that infrastructure for academic programs may meet the need of the campus if it is properly managed and maintained but land to built up additional buildings as well as sports ground are not sufficient.

### **3.9.6 Quality Assurance**

JMC has got quality Assurance and Accreditation (QAA) certificate from University Grants Commission (UGC) earlier. However, the certificate provided by UGC is renewable within the five year interval. Thus, the campus should able to develop the design and mechanism to assure the quality forever in each of the dimension. Both dropout rates indicate that the quality of higher education imparted by the campus will go deteriorating in the years to come if campus administration does not take any academic and administrative measures to improve the quality. However, results of annual examinations are found improved gradually in recent years. Finally, it will result in the place for loitering and student politics will hamper in producing the productive human resource.

### **3.9.7 Accreditation Re-cycle**

As stated above JMC has got QAA certificate from UGC in 2013. However, it is renewal within each five year. As per the requirement UGC may also make additional provision and grading system in QAA. To meet such challenges, JMC will be initiating the several activities to enhance the quality. By the end 2017 it will start the preparation of updated self study report and will get re-accreditation certificate.

### **3.9.8 Available Land**

Available land is used properly in the past. Buildings are constructed by utilizing the limited land in optimize way. However, available land is already occupied by physical infrastructure. Master plan clearly shows the optimum utilization of available land.

## **4. Vision Statement**

The vision of the JMC is to be a leading and renowned academic institution within nation through endeavored to expand and strengthen the academic and job oriented programs to produce highly qualified and competent human resource to meet the indigenous as well as global market.

## **5. Mission Statement**

It will be a leading to the world class academic institution and mission will be to promote JMC to the one of the philanthropic community based centre for academic excellence through a deemed university.

## **6. Goal and Objectives**

The goal of the JMC will be academic excellence through the market driven and research oriented academic programs. Further the goal will be equitable accessibility of quality higher education

The objectives of the proposed JMC will be

- To design and implement market oriented courses that help to enhance academic excellence of the campus on its way to deemed University.
- To create a research friendly environment for producing efficient human resource and academically competent scholars for advanced studies.
- To generate income sources by opting saleable courses and handling research projects.
- To increase the participation of stakeholders (students' representatives, political parties, business communities, social workers, guardians and local government authorities) that help to strengthen the capacity of the campus.

## **7. Strategies**

### **7.1 Supra-structure**

JMC is running under its own rules and regulation formulated by its senate comprising representative of different stakeholders. However, it was formulated and enacted in the past as per the requirement to operate locally. But now the scenario of its development seems as global institution and need to make amendment on it accordingly with the help of the legal experts to meet the



requirement of the time being. In addition to this, the campus senate will formulate rules and regulations of the campus and the executive body of the campus as empowered by the concerned regulation will formulate the different by-laws and working procedures.

## **7.2 Partnership Strategy**

JMC will work with private sectors to provide the community service together. It will work in the area of research, transfer of knowledge and managerial skills to the private sector. In addition, it will work with local governments in the area of social services. It will share the knowledge and transfer skills to the local government organizations. For this, the JMC will have Public Relation and Placement Unit in each stream of education. The concerned faculty will prepare the plan and programs to be carried out with the partnership of the private sector.

## **7.3 Institutional Relationship**

As stated above JMC is a community based college, established and has been operating as per the interest of society. It is the pioneer institution of Association of Public Campus of Nepal (APCN). On the other hand JMC is affiliating with Tribhuvan University (TU). All the academic programs offering by JMC are TU affiliated. Before few years University Grants Commission (UGC) of Nepal has been initiating the support projects to public campuses and JMC also has been taking part on these programs. Thus, JMC will assure the mechanism to maintaining good institutional relationship with all concerned partner institution and governing institutions.

## **7.4 International Relations**

Pokhara is one of the tourist destinations of Nepal. It may be a hub for higher education to foreign students too. JMC will provide the international standard education. In addition to this sufficient number of JMC graduates have been studying in several universities around the world. So, as stated earlier, International Division headed by a coordinator will be established. The strategy of the JMC will be to establish the formal relation with foreign universities and jointly run the international academic programs. Another strategy will be to

facilitate foreign universities to conduct the researches in Nepal and run the academic activities such as seminars, workshops and short term academic training programs. The fundamental thrust of establishing international relation will be to promote the external supports for enhancing education tourism in Pokhara.

## **7.5 Research and Publications**

JMC will adopt the strategy to promote the academic staff on the basis of performance especially in research and publications. Campus will promote the academic standard on the basis of quality publication of scientific works. The scientific publications will be evaluated JRCC on the basis impact of such research in behavioral world. Chairman of JRCC looking after academic affairs will have the overall responsibility for research and publications and in operation level authority for research will be delegated to the respective Department head. But Academic coordinator will formulate the policy and regulation regarding the overall research and publications of the JMC.

JMC will follow the policy to encourage the faculty members in order to generate fund through the research work. It will also have the arrangements of intellectual property right of researches. In addition, the campus will have the policy of income generation by copy rights and patent rights on funded works.

## **7.6 Faculty Development**

JMC has been initiating its faculty development activities from the very beginning. Earlier it was executed in the form of seed money given to the faculties who was engaged in their PhD. Degree or in research. After that, it was provided to participate in faculty development program at Indian Institute of Management, Ahmadabad (IIMA). Later it has been sending the faculties to do their M. Phil and PhD. Degree with full pay leave. In addition to these it has been announcing several mini researches with the involvement of the faculties. Such activities and opportunities will be increased in the planned period to impart and enhance the skills of the faculty members to being a deemed university.

## **7.7 Physical Infrastructure Development**

The campus has already built up the physical infrastructure required for the establishment of the deemed university. It is endowed with physical infrastructure. But it has yet to develop some of the academic infrastructure to conduct applied research, preparation and development of professional curricula, office of international relationship director, office of academic coordinator etc. The strategy of extending academic infrastructure will be to construct under the central campus chief and administration. But the priority will be given to the ongoing projects which are important for promoting the campus to the deemed university. In addition, it will give priority to the development of the physical infrastructure required to promote the quality of existing programs especially for Master's degree programs and post graduate programs.

## **7.8 Academic Programs**

Some of present programs except few are not market driven. This is the primary reason why most of the students are part time students. Most of the students are engaged in education and pass their time waiting until they get employment. Academic programs must be market oriented and remunerative. As such, the first strategy of the campus regarding the academic programs will be to phase out the programs which are not sustainable and phase in the new programs, which produce saleable products in both national and international markets.

The second strategy of the campus will be to run the education program for deprived people to make the higher education accessible to the back warded section of the society. The campus will provide alternative ways to those students who are not able to be regular on the class.

The campus will also introduce the different classes for part time students. Job-holders, social workers, housewives and business executives residing in the periphery of the campus locality may enroll themselves as part time students. The quality of education depends on the management of human resource and the provision of physical facilities and other logistic supports. The existing campus administration has not managed the human resource and the required physical facilities in proportion to the undefined number of students enrolled in general academic programs. One of the reasons of poor quality of education may be the

mismanagement of human resource and the poor availabilities of physical facilities. So, the fourth academic strategy of the proposed campus will be to enroll the students in particular programs as per the quota approved by the campus academic committee.

## **7.9 Quality Assurance**

As stated in the Status Analysis, quality of higher education imparted by the campus is relatively poor. It has not given the assurance to the market for quality production of human resources. Campus will take some of the quality assurance measures. For this purpose, the campus will designed and execute the curriculum according to the changing environment of the labor markets on one hand and on the other it will phase out the programs which are not market driven as non academic courses. The Academic Council will formulate the quality control measures and the concerned academic director will implement it. In addition, there will be monitoring and supervision unit under the leadership of the chair person looking after the academic affairs. This unit will evaluate all academic programs once in an academic year and take remedial measures based on tracing study to improve the quality.

JMC will take the strategy to award the faculties on the basis of their performance. In addition to the internal measures of quality assurance, campus will take the external measures too. The University Grants Commission Nepal is taking initiatives for accreditation of academic programs for quality improvement. JMC will take a strategy to take the accreditation of every academic program. In addition, the academic programs will be evaluated externally once every five years.

## **7.10 Re-Accreditation**

JMC has got quality Assurance and Accreditation (QAA) certificate from University Grants Commission (UGC) earlier. However, the certificate provided by UGC is renewable within the five year interval. Thus, the campus should able to develop the design and mechanism to assure the quality forever in each of the dimension. By the end of 2017 campus will initiate the require step to re-accredited its academic program from QAA Division of UGC.

## **7.11 Human Resource Management**

The crucial question regarding the human resource management is the adjustment of existing human resources. Some of the faculty members and administrative staff may be willing to continue their career in same situation. JMC will take a strategy to let them for their choice. Campus will take a strategy to provide the facilities, perks and benefits to those faculty members and administrative staff who want to continue their services in JMC as per time requirements. It will have a provision of golden handshake if campus will get help from concerned institution/ Project provides the fund for existing human resource and recruit new energetic human resource.

Quality of higher education depends largely on the quality of human resource particularly quality of academic staff and managerial skills of the administrative staff for managing support services required for quality higher education. JMC will have a strategy to recruit the academic staff with a high commitment to the academic career and strong academic background. Regarding the administrative human resource, it will have a strategy to recruit the young graduate who have knowledge of higher education institutional management and are skillful in information technology. It will have a strategy to develop paperless administration system and will transform the traditional administrative system to entrepreneurial administrative system. It will employ less regular administrative staff and employ more student assistants. This will reduce the permanent burden of administrative staff to the campus.

The Academic cell will set a minimum standard for the recruitment of the academic staff. It will have a strategy to employ the faculty with a minimum M.S/M.Phil degree. Faculties who have not earned PhD degree will be given the opportunity for their doctoral degree. In addition, JMC will adopt the strategy to promote on the basis of the academic performance of the faculty. The Academic executive will prepare different indicators for measuring academic performance of the faculty members.

For human resource development, JMC will formulate the policy of faculty development and send them for advance study in Nepal as well as abroad. This will

provide the opportunities to those teachers and administrative staff to promote their career.

### **7.12 Financing Strategy**

Financing strategy largely depends on the income generated by the campus locally. At present, the financing policy of Nepal Government on higher education is cost recovery. JMC will have a strategy to collect the fee from those who have paying capacity and pay for those who do not have. It will adopt the strategy to accept the grants provided by Nepal Government through UGC on the basis of national policy of higher education financing. According to this policy, the campus will restructure the fees for different academic programs.

In addition to the government grants and revenue raised from student fee, the campus will mobilize the local resources such as rent from canteen, building business complex and rented them. It will have strategy to raise the funds from the consultancy and research activities. Finally its strategy will be to mobilize the available faculties to conduct the international programs with the foreign universities and raise funds.

JMC will have the strategy to mobilize the alumnae of JMC so that they could generate the fund for the campus.

### **7.13 Information and Communication Technology**

The strategy of the campus will be to use information and communication technology in campus administration as well as teaching and learning activities. It will have ICT unit under the director/ Coordinator looking after academic affairs. This unit will be responsible for introduction of ICT in the university administration and teaching learning activities. In addition, its strategy will be to disseminate the information on the various activities of the campus through electronic media and make campus activities transparent to the stakeholders and public at large.

#### **7.14 Student Related Activities**

The strategy of the campus regarding the student related activities and students' grievances will be handled by the Student Affairs Division headed by the student welfare head looking after student affairs. The campus senate will formulate the student related activities and set up the rights and duties of the Student Affairs Division. In general, the strategy regarding student related activities will be to provide supplementary training to students by organizing skill based courses; support the extra-curricular activities of the students through student union; enhance and develop recreational facilities to students; provide counseling, advice, information and supporting services to students; and encourage and promote student participation in all academic activities of the campus.

#### **7.15 Accessibility of Higher Education for Underprivileged Stream of the Society**

The challenge of higher education in Nepal is to make the higher education accessible to the underprivileged and marginalized section of the society. As stated earlier, financial strategy of the university will be to recover the operation cost. Disadvantaged section can have higher education until and unless special provision is made to make higher education accessible to such group of the society. So, the strategy of the campus will be to provide 20 percent scholarship for them which will through UGC by the government of Nepal. For this purpose, the campus senate will formulate the scholarship regulation. To assist the financially poor students, the student assistantship program also will be introduced.

#### **7.16 Infrastructure of Deemed University**

JMC has been proved that out of the community based academic institution of Nepal it is one of the reputed, renounced and academically sound institution. Thus its ultimate strategy will be to become Deemed University after completion of above mentioned activities.

### **8. Implementation Strategy**

Implementation strategy comprises of the following items:

## **8.1 Time Dimension**

This plan envisions that the campus will be promoted to the status of deemed university in next 10 years (July 2016 through June 2026). The plan period will be divided into two phases—preparation and development phase and operational phase. The first 5 years (July 2016 to June 2021) will be the preparation and development phase, and the next 5 years (July 2021 to June 2026) will be operation phase of the JMC. In the first phase, stakeholder's commitment, social mobilization and necessary regulation will be drafted. After having social and political mobilization, the JMC Regulations will be submitted through the senate and concerned agencies through Campus Management Committee (CMC). If Government agencies and concerned Ministry/ Agencies approved the proposal cum regulation prepared by the campus, the process will be initiated to promote JMC to deemed university. For this initiation, the Management Committee, JMC will form the Deemed University Preparation Committee comprising of the representatives of stakeholders of the campus—faculty members, administrative staff, students, guardians, politicians and civil societies.

During the first five years, JMC will manage the physical infrastructure for the required offices/ secret irate and other necessary physical infrastructure. In the mean time, it will develop the new academic programs and the human resource required to run the existing and proposed academic programs. As stated earlier, the campus has most of the physical infrastructure required to run the academic program. So, in the first phase, it has to develop physical infrastructure required for the deemed university.

In the second phase, specialization programs and human resources will be developed to deliver the specialized services to the communities and supply the specialized human resource to the national and international labor markets. At the end of the second phase of the plan, JMC will be converted into a deemed university.

## **8.2 Priority Dimension**



In the first phase, the priority will be given for the promotion of JMC to the regional and national academic excellence centre. So, the priority will go to the supra-structure of the campus and academic infrastructure required for the deemed university.

In the second phase, priority will be given to the physical infrastructure development and human resource development required to launch the new academic programs. And the second priority will go to strengthen the existing programs and the third priority will go to the international academic programs to run jointly with foreign partners. Among the new programs, the first priority will be given to the market oriented programs of education.

### **8.3 Location Dimension**

The central hub for promoting and developing whole academic excellence of the JMC will be located within the premises of JMC, Pokhara Nepal.

### **8.4 Action Plan Dimension**

The Campus Management Committee will prepare the action plan in the framework of this strategic plan for her/his tenure and get the approval of the senate meeting each year. Campus leadership will try its best to implement this plan as per the Action Plan as approved by concerned authority.

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