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BdP



**Strategic Development Plan**  
**2024-2028**

**Madan Bhandari Memorial College**  
**New Baneshwor, Kathmandu**  
**December, 2023**

## SECTION 1 INTRODUCTION

### 1.1 Contexts and Rationale

Madan Bhandari Memorial College serves more than 1100 full-time students in Management, Humanities and Science streams. Founded in 2001, a charitable community institution in the service to the students from all strata of society, Madan Bhandari Memorial College offers a wide range of academic courses for students to choose from. The college imparts quality education at Bachelor's and Master's levels.

Since its inception, the college has achieved remarkable successes in terms of quality education and infrastructural development. It has received generous help from many individuals and government agencies for the enhancement of quality education and the development of infrastructural facilities. The land in which the college building stands has been granted by the Government of Nepal. The college building has been constructed with generous financial assistance from the Government of India. The University Grants Commission has been providing financial support for developing infrastructures, labs, research facilities, and educational equipment and furniture.

The motto of the college – Excellence in Leadership for Transformation - reflects the institutional commitment to quality education. For this, the college has hired the best faculties and set up an excellent ambiance for teaching and learning. The college has established well-equipped labs for the students of Science, Management, Computer science, and Humanities. The well-furnished, purposefully constructed classrooms enhance the teaching-learning process. The use of modern technologies such as projectors, computers, and other equipment in the pedagogical process makes this college better than any other educational institution. For the students of Journalism and Mass Communication, the college has established an FM radio station (*ShwetaShardul FM 93.6 MHz*) to facilitate and bolster their confidence of the professional career in Journalism

The specialty of the college is quality education at an affordable fee structure. As a non-commercial and non-profit academic institution, the college imparts quality education at an unbeatable price and invests all its surplus incomes for institutional growth. To materialize its vision in reality the college provides many scholarships for deserving students. Besides, the college provides freships to the needy and meritorious students from marginalized and disadvantaged backgrounds, communities, and geographical locations.

### 1.2 Purpose of the Plan

As a part of the 2024-2028 strategic development planning process, Madan Bhandari Memorial College reviewed its vision, mission, and values and established its vision as “*Excellence in Leadership for Transformation.*” The transformation is a catchword implying positive material and intellectual changes for the betterment of humanity; the leadership is an all-inclusive term referring to the inspiring quality in a person to lead the human civilization

ahead; the excellence implies the cultivation of good qualities in high degrees. Thus, the college aims to produce a high-quality workforce capable of leading all professional and amateur sectors, thereby bringing about noticeable progressive changes for the humanity and nation.

We move forward with the 2024-2028 Strategic Development Plan, we will continue to adhere to our commitment to the institutional mission, vision, and values. We will continue to establish our leadership in quality education and contribute to catering to the national need for skilled human resources capable of competing in the national and international arena. We continue to grow our range of pedagogical subjects offering the broadest range of educational options to learners coming from different parts of the country, providing effective and efficient convergence of theoretical knowledge and practical and applied research.

As part of our collaborative strategic development planning process, Madan Bhandari Memorial College has developed a comprehensive self-study and environmental scan. Assigned by the College Management Committee, the Strategic Development Planning Steering Committee has made this strategic development plan in consultation with faculties, staff, and stakeholders with a view to the needs of future national and international job markets.

### **1.3 Process of Preparing the Plan**

In November 2023, the college administration made an extensive and collaborative consultation process to develop our next five-year institutional Strategic Development Plan. A cross-institutional Strategic Development Planning Steering Committee (SPSC) in addition to faculties, support staff, students and administrators engaged with all the stakeholders of the college to take advantage of our collective creativity, dedication, and expertise. After the consultations with all the stakeholders of the college over a period of four months, the SPSC came with an initial draft of Strategic Development Plan 2024-2028. With the tacit approval of the College Management Committee (CMC), the plan has obtained its final shape. Examples of consultation and engagement events include:

- The College Management Committee was briefed to consider emerging themes and directions.
- Strategic Development Plan 2019-2023 was Reviewed
- Sample Survey of employees to assess early perspectives and ideas was conducted
- The schools were asked to present their strategic fields
- Students were consulted in group
- Representatives of the local community were involved

### **1.4 Participants of Strategic Development Planning**

The main participants of this strategic development planning include the task groups, CMC, teachers, students, parents, employers, and the other stakeholders of the college.

### **1.5 Stakeholders**

Our major stakeholders include the following:

- Madan Bhandari Foundation
- College Management Committee

- College Administration
- School Heads/ Department and Program Heads
- Faculties
- Students
- Guardians
- Local Community
- Affiliating University

#### **1.6 Components of the Strategic Development Plan**

- Vision, Mission, Values, and Objectives
- Constant Emphasis on Teaching-Learning Excellence
- Goals, Strategies, and Success Outcomes
- SWOT

## SECTION 2 INSTITUTIONAL PROFILE

### **2. Overview of the Catchments Area**

#### **2.1 Geographical Setting**

Located in the capital city of the country, Madan Bhandari Memorial College operates the academic courses approved by Tribhuvan University. The college is situated about 100-meter East of Singh Durbar. It is accessible from all parts of the city with frequent public transport services. The college harbors students from almost all districts of the country, different ethnic, racial, economic, and cultural backgrounds. Currently, more than 1100 students are studying at this college.

#### **2.2 Social, Cultural, Economic and Geographical Settings**

Madan Bhandari Memorial College is a truly multiple community college run by Madan Bhandari Foundation. Named after the People's Leader, *Nepal Ratna*, Madan Bhandari, the college takes pride in amalgamating students from different social, cultural, economic, and ethnic backgrounds. The enrollment data of the college shows that our students come from different cultural, religious, economic and social backgrounds that foster a multicultural identity of the college. Our faculties also come from diverse backgrounds.

#### **2.3 Educational Status and Scope**

The college has such an excellent academic output that our graduates are capable of competing in the global job market. We are a leading institution in the production of journalists, IT experts, management professionals, policymakers and academics. Our applied science courses are the first choice of students in the country as we provide excellent academic ambiance for them. The presence of our college graduates in leading roles in governmental and non-governmental institutions proves that the college has maintained a high degree of academic excellence. The college is undertaking the QAA process for enhancing overall institutional excellence.

#### **2.4 Stakeholders and Scope of their Participation**

The major stakeholders of Madan Bhandari Memorial College include Madan Bhandari Foundation, College Management Committee, college administration, School Heads/ Department Heads, faculties, students, guardians, local community, donor agencies, and the affiliating university. The first and foremost are the founder members who instituted the college in 2001 with all sorts of financial, material and moral assistance. The General Assembly (GA) is the supreme authority of the college. The College Management Committee (CMC) is responsible for formulating, promulgating and implementing the policies and programs in the college. The college administration is immediately answerable to the College Management Committee for its responsibilities and assigned duties. It looks after the everyday operation of the college. In this regard, it is the key role player in decision making and leading the college towards the success of strategic development plan.

Another component of college administration is the group of school heads, department heads, and coordinators who are executive officers to implement the Strategic Development Plan (SDP). The most important actors to implement the SDP are the faculties, who are responsible for implementing plans related to the multifaceted personality-development of students. Their views and ideas are important in the process of planning and implementing them. The students' concerns are very important and their concerns should get reflected in strategic development plan. The college always invites student representatives in the process of decision making.

The local community is a major stakeholder for this college. As a community college, the local community is deeply involved in our collective decision making process; particularly, while deciding over the sustainability issues. Many members of the local community are the guardians of our students as well. Their concerns about academic quality matter much in the decision making process. The last but not the least, the policy guidelines of the affiliating university are important landmarks for us. The spirit of the law, rules, and regulations of Tribhuvan University get reflected in our policies and strategies too.

## **2.5 Descriptions of the Institution**

### **2.5.1 Historical Background**

The college was instituted in 2001 by a number of renowned academics, influential politicians, and generous philanthropists to commemorate the ideals of the People's Leader Madan Bhandari. As a community college, the college has been providing quality education at an affordable fee structure. The surplus amount earned by the college is invested for the benefit of the student, research activities, academic activities, and infrastructural development of the college. The college has initiated the process of enhancing quality service through the QAA program. In addition, the college has already initiated preparatory activities to upgrade itself to a technical university of applied sciences.

### **2.5.2 Physical Infrastructures**

#### **a) Building and Classrooms**

Madan Bhandari Memorial College owns five buildings on more than *Tropanis*of land with more than 40 well-furnished rooms for conducting the teaching-learning activities.

#### **b) Library**

The college has an excellent library containing more than 8000 books, magazines, and journals. The library has an excellent digital database and high-speed internet connectivity to facilitate the students and research scholars.

#### **c) Furniture and Accessories**

For the purpose of pedagogical activities, we have well-equipped and well-furnished classrooms. We have a total of 266 desks and benches, 266 tables 610 chairs, and 91 cabinets for office purposes.

**d) Laboratory, Computer, and CCTV**

In order to impart knowledge in the area of information and technology, the College has established 9 well-equipped laboratories of Science, Computer Science, and Management, Journalism, and Information Technology. The college has more than 169 computers, 12 large TV screens, and 11 printers to facilitate the teaching-learning and to support the administrative activities.

To support the security measures, the college classrooms and premises are equipped with closed-circuit television (CCTV) system.

**e) Auditorium, Multimedia, and Research Management Cell**

The college has a well-furnished auditorium with more than 150 conference seats. The college with the grant assistance of the University Grants Commission has established a Research Management Cell to facilitate research activities. The classrooms are also equipped with modern teaching aids. There are 15 multimedia projectors for such purposes.

**f) Playground**

The college has a large playground for different sporting activities; it can also be used for organizing assemblies and public events.

**g) Power Backup**

For ensuring uninterrupted teaching-learning activities, the college has installed two electricity generators: one 50KVA and another 5 KVA. In addition, the college also has installed large batteries with inverters to support the radio transmission and office computer systems

**h) FM Radio Station and a Video Lab**

The college owns a radio station named *Radio ShwetaShardul 93.6 MHz* which is being aired from the college premises. The radio can be heard in the Kathmandu valley and its vicinity. The radio station has its own production studio, control room.

The radio station is mainly used for disseminating news, views, and entertainment programs. The radio has downlink agreements with national and international radio stations. National agreements are particularly with community radio networks; as for international, BBC Nepali Service is broadcast through this radio station.

**i) Drinking-Water**

We provide clean and jarred drinking water to our students, faculties and staff members.

**j) Toilet Facilities**

The college building is purposefully constructed for teaching-learning activities. Obviously, each of the stories of college building consists of sufficient and clean toilets, separately for boys and girls. The constant supply of water to each of the toilets is provided.

**k) Sports Facility**

We give appropriate emphasis on extra-curricular activities (ECA) such as excursions, education tours, and sporting events. Every year, the college organizes sports events for all students with a number of different sporting events.

**l) Roads and Transportation Facilities**

The college is connected with a metaled road on the *Dhobi Khola* corridor and public transportation is easily accessible. In addition, the college owns a bus for transporting students and a van for office purposes.

**2.5.3 Academic Programs and Curricular Management**

**2.5.3.1 Programs**

The college offers the following courses in Humanities, Science, and Management stream.

**1) School of Liberal Arts:**

**a. MA**

**i. English**

**ii. Sociology**

**iii. Journalism and Mass Communication**

**b. BA**

**2) School of Management:**

**a. BBS**

**b. BBM**

**3) School of Science and Technology:**

**a. BScCSIT**

**b. BCA**



### 2.5.3.2 Human Resource

#### a) Staff

SN	Staff Name	Designation
1	BikashNagarkoti	Discipline In-charge
2	BikramSubedi	Security Guard
3	BuddhiLalSunuwar	Security Guard
4	DilBahadurThapa	Security Guard
5	Ishori Shrestha	Student Service Officer
6	LalitaKhadka	Office Assistant
7	LaxmiKumari Bhandari	Office Assistant
8	Rojina Pandey	Office Assistant
9	Santosh Thapa	Supervisor
10	DiptikaBudhathoki	Receptionist
11	Mohan Bahadur Saud	Computer Operator
12	Sachi Lama	Cashier
13	Kamala Mishra	Office Assistant
14	SukritiKoirala	Finance Head
15	PoshanNiraula	Examination Head
16	NabinKhadka	IT Officer
17	Ishwari Prasad Bhattarai	Examination Supervisor
18	Puspa Devi Bastola	Library Head
19	Srijana Tiwari	Library Assistant
20	Assoc Prof Dr Tara Prasad Gautam	Assistant Campus Chief (Administrative)
21	Dr. Babu Ram Adhikari	Campus Chief

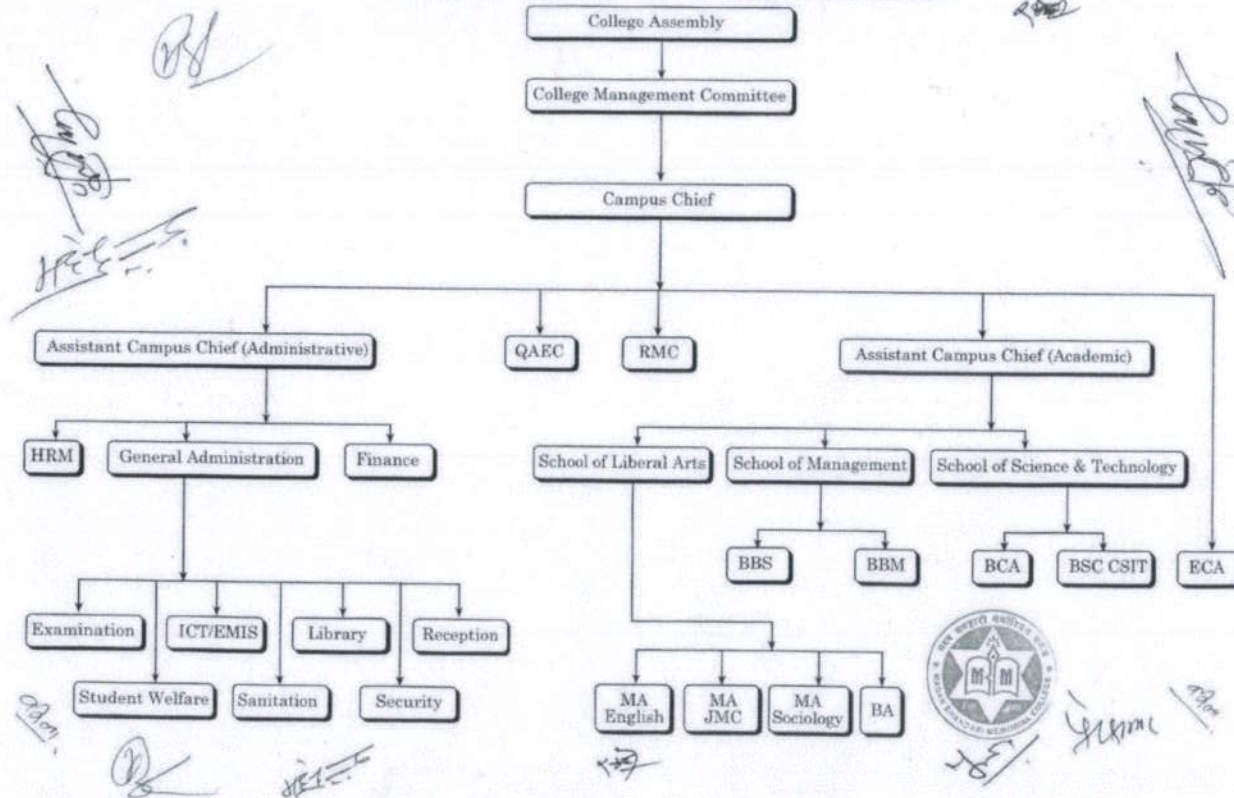
**b) Faculties**

SN	Staff Name	Designation	Timing Type	Qualification
1	AkashAdhikari	Lecturer	Part Time	MHM
2	Amir Raja	Lecturer	Full Time	MA
3	Bharat Timilsina	Lecturer	Part Time	MBS
4	BidrohaDahal	Lecturer	Part Time	MA
5	BinayaGuragain	Lecturer	Full Time	MA
6	BinodBhattarai	Lecturer	Part Time	MA
7	Devi Bhakta Devkota	Lecturer	Part Time	MScIT
8	Dilip Kumar Jha	Lecturer	Full Time	MBS
9	Dr. Pramod Raj Upadhyay	Lecturer	Full Time	PhD
10	Dr. Raghu Mainali	Head, School of Liberal Arts	Full Time	PhD
11	Dr. Shukra Raj Adhikari	Lecturer	Part Time	PhD
12	Ganesh Kumar Basnet	Lecturer	Full Time	MA
13	Ganga Maharjan	HoD, English	Full Time	MPhil
14	GomaPoudel	Lecturer	Full Time	MA
15	Hari Bahadur Chand	Lecturer	Full Time	MA
16	Hari Prasad Adhikari	Lecturer	Full Time	MBS
17	Harish Raj Ghimire	Lecturer	Part Time	MBA
18	JanakPaudyal	Lecturer	Part Time	MPhil
19	JyotshnaRajbhandari	Lecturer	Part Time	MA
20	Kamal Neupane	Assistant Campus Chief	Full Time	MA
21	KapilDevKafle	Lecturer	Part Time	MPhil
22	Kashmir Lamichhane	Lecturer	Full Time	MSc
23	KhilarajPokhrel	Lecturer	Full Time	MBS
24	KiranBagale	Lecturer	Part Time	MSc
25	KomalNathAdhikari	Lecturer	Full Time	MSc
26	LalitaKaundinyaBashyal	Lecturer	Full Time	Mphil
27	LekhanathPaudel	Lecturer	Part Time	MBS
28	MahendraGautam	Lecturer	Part Time	MA
29	Mahendra KC	Lecturer	Full Time	MSW
30	Marshal BabuBasnet	Lecturer	Part Time	MSc
31	Md. Raheem Ansari	Lecturer	Part Time	ME
32	Mohit Prasad Guragai	Lecturer	Part Time	MEd
33	NabarajDhungel	Lecturer	Part Time	MPhil
34	Nanda Kumar Tharu	Lecturer	Part Time	MSc
35	Nar Kumar Chuwan	Lecturer	Full Time	MA
36	Narahari Khatri	Lecturer	Full Time	MA
37	NarendraBohara	Lecturer	Part Time	MScCSIT
38	Naw Raj Joshi	Lecturer	Part Time	ME
39	NirujaPhuyal	Lecturer	Full Time	MA

40	PhulBabuJha	Head, School of Science and Technology	Full Time	MScCS
41	Prajwal Man Shrestha	Assistant Campus Chief (Academic)	Full Time	MBS
42	Prajwal Bhandari	Lecturer	Full Time	MSc
43	Prakash Subedi	Lecturer	Full Time	MCS
44	Praveen Maharjan	Lecturer	Part Time	MScCSIT
45	Rabi Raj Baral	Lecturer	Part Time	MA
46	Rajendra Acharya	Lecturer	Part Time	MPhil
47	Ramesh Pokharel	Lecturer	Part Time	MScCSIT
48	RameshorRajbhandari	Lecturer	Part Time	MBS
49	RhishavPoudyal	Lecturer	Part Time	MSc
50	RoshaniKhadka	Lecturer	Full Time	MBS
51	Sachitanand Mishra	Lecturer	Part Time	ME
52	SajanaBista	Lecturer	Full Time	MPhil
53	Samrat Sharma	Lecturer	Part Time	MPhil
54	SangitaSigdel	Lecturer	Full Time	MPhil
55	SanjibKarki	Lecturer	Part Time	MA
56	SankalpLabhKarna	Lecturer	Part Time	MBA, MPM
57	Sarita Agrawal	HoD, Management Studies	Part Time	MPhil
58	Sarita Lama	Lecturer	Full Time	MPhil
59	SherBahadurKarkee	Lecturer	Full Time	LLM
60	Shobakar Bhandari	Lecturer	Full Time	MA
61	ShuvashKhadka	Lecturer	Part Time	MScCSIT
62	SujitMainali	HoD, Sociology	Full Time	MA
63	Suman Raj Subedi	Lecturer	Part Time	MBS
64	SwopnilDevkota	Lecturer	Full Time	MA
65	Umesh Acharya	Lecturer	Part Time	MScIT/MEd
66	Yam Bahadur Dura	Lecturer	Full Time	MA

**2.6 Institutional Management**  
**2.6.1 Organizational Structure**

**STRUCTURE OF MADAN BHANDARI MEMORIAL COLLEGE**



### 2.6.2 Policy and Governance

The college has a clear and shared Vision and Mission statement. Governance and Leadership are well defined to achieve human and academic excellence. The college administration has always been participatory. It is a process of encouraging, persuading, and directing others to make decisions to perform following the vision and mission of the college effectively. This is a strategic move to foster creativity and accountability.

The College Management Committee is the supreme body that governs the college. It is elected from General Assembly. The College Management Committee prepares the governing policies of the college and they are endorsed from the General Assembly. It appoints the Campus Chief and Assistant Campus Chiefs for the everyday execution of the policies and daily operations of the institution. The Campus Chief is directly accountable to the College Management Committee and the Assistant Campus Chiefs are accountable to the Campus Chief. The Campus Chief is head of the institution.

#### 2.6.2.1 College Management Committee (CMC)

SN	Name	Designation
1	Mr. Mahendra Bahadur Pandey	Chairperson
2	Dr. Kundan Aryal	Member
3	Prof. Chiranjeebi Sharma	Member
4	Dr. Bimala RaiPaudyal	Member
5	Dr. Kailash Kumar Bhandari	Member
6	Prof. Dr. Prem Sagar Chapagain	Member
7	Mr. Ram Saran Pyakurel	Member
8	Mr. Bidur Mainali	Member
9	Ms. Gujeshwori Shrestha	Member
10	Dr. Babu Ram Adhikari	Member Secretary

### 2.6.3 Academic Management

The college has established a four-level academic management system. For the basic level of academic management, the subject teachers are assigned. Their responsibility includes the regular observation of students' regularity, discipline, academic performance recording and reporting in addition to their regular pedagogical instruction. The second level of academic management relates to the program coordinator/department head who collects reports from all subject teachers and analyzes them for appropriate action. These coordinator/department work as liaison officers of the college and often invite the guardians to inform about their wards'

progress or in some cases regress as well. Then, they also advise a necessary course of action. The third layer of academic management relates to the School Heads who are responsible for the overall progress of students and the programs. The fourth and final layer of academic management refers to the assistant campus chief who works under the direct instruction of the Campus Chief. The Campus Chief leads both academic and administrative management.

#### **2.6.4 Student Associations**

Madan Bhandari Memorial College management adopts an open door policy, i.e., anyone can meet the top managers including the Campus Chief any time they want. Such a policy does not require the help of any association to get one's point of view heard and implemented. However, we have also established some important structural entities for the benefit of faculties, staff, and students. For the benefit of the student community, the college has instituted the Students' Council, a non-political entity. The Council is responsible for organizing skill-developing activities, scholarly activities, training programs, and personality development programs including others. The Council is also a bridge between students and the college administration. The college has formed Student Quality Circle (SQC) that represents the students from each faculty in the college. The SQC monitors and checks the quality of every aspect of the college that includes teaching learning environment, student's service, sanitation and toilets, canteen.

The college has established the Communication Study Center (CSC) for the students of Journalism and Mass Communication. CSC is responsible for enhancing the communication abilities of students through writing, speaking, discussion, and training programs.

The college has also given recognition to the former college graduates' association, namely the MBM College Alumni Association. It is a good forum for fostering, enhancing, and refreshing good relations among the former college graduates themselves and the college.

#### **2.6.5 Economic and Financial Management F.Y: 2080/81**

##### **2.6.5.1 Fixed Assets:**

- Approximately 7 *ropanis* of land
- 3 building blocks for teaching-learning activities and office purpose
- Residential quarters for full-time staff members
- Canteen with a capacity of catering 150 students at a time
- FM Radio station (*Radio ShwetaShardul* 93.6 MHz)

**2.6.5.2 Annual Budget:  
Finance Related Information**

Annual Budget: Year	Income	Expenditure		Balance (Surplus or Deficit)
		Regular (Recurrent)	Development	
F.Y080/081 Estimated	107098900	84025000	22870000	
F.Y081/082 Estimated	117807900	92428000	25157000	
F.Y082/083 Estimated	129590000	101671000	27672700	
F.Y083/084 Estimated	142550000	111838000	30440000	
F.Y084/085 Estimated	156810000	123021000	33443000	

## **2.7 Research, Documentation and Publications**

### **2.7.1 Research and Development**

- Establishment of research management cell to promote research activities
- Internet-based research facility
- Database facility
- Research Committees for guiding research activities

### **2.7.2 Documentation and Publication**

- Publication of annual journal of the college 19 volumes
- Journal of Productive Discourse
- MBM Anthology
- News Letter
- Media Ethics
- Occasional research papers
- Documentation of physical properties
- Documentation of library research works

## **2.8 Extra-Curricular Activities**

### **2.8.1 Indoor Activities**

- Competitions
  - Regular debate contests
  - Essay writing competition
  - Quiz contest
  - Poetry Recitation
  - Dance competition
  - Talent Show
- Games
  - TT
  - Chess

### **2.8.2 Outdoor Activities**

- Activities
  - Educational Tours
  - Excursions
  - Picnics
  - Participation in Inter-college competitions
  - Fieldwork studies
- Games
  - Basket Ball
  - Volley Ball
  - FootBall
  - Cricket
  - Athletics



## SECTION 3 DEVELOPMENT TREND

### 3.1 Development at a Glance

- 2001 – the establishment of the college on rented buildings at Rato Pool, Kathmandu
- 2005 – expansion of academic programs and degrees as well as physical facilities
- 2006 – the establishment of our own FM Radio station
- 2007 – acquisition of land and beginning of the construction of college building
- 2009 – completion of the construction of college building
- 2017 – purchasing of additional land for the college
- 2018 – purchasing of additional land for the college
- 2019 – purchasing of additional land for the college
- 2021- beginning of the construction of college new building
- 2023- completion of the construction work

### 3.2 Program/Academic Development

Level	Name of programs	Affiliating University	Approval Date in BS	Starting Date in BS
Bachelor's Level	BA	TU	2059-03-11	2059-04-15
	BBS	TU	2059-03-11	2059-04-15
	BEd	TU	2059-05-21	2060-04-15
	BSc CSIT	TU	2067-11-6	2068-06-16
	BCA	TU	2075-05-10	2075-08-02
	BBM	TU	2075-05-10	2076-07-25
Master's Level	SO/AN	TU	2063-05-19	2063-08-15
	English	TU	2065-12-26	2067-04-01
	JMC	TU	2066-02-28	2067-04-01

## SECTION 4

### SWOT ANALYSIS of INSTITUTION

#### 4.1 Strengths

The college has the following strengths:

- 22 years of glorious academic records
- Promoted by a well-known foundation
- An up-to-date data warehouse maintained since its establishment
- Adopted hi-tech classrooms and laboratory (computer, digital and research) with dedicated high speed internet
- Gradually establishing modern ways technology based HR management system like biometric attendance, leave application via Moodle, techno friendly performance appraisal and CCTV surveillance
- Establishment of 24-hour power backup
- Installation of ISO certified college software for EMIS
- Computer facility to all faculties, departments and administrative sections.
- Advance internal network system
- Peer review journal with ISSN registered in NEPJOUL.
- More than 30 policy documents for smooth and efficient functioning of college.
- Increasing number of student enrollment
- Affordable tuition fees
- Equipped with state-of-the-art facilities (College FM - Radio Shweta Shardul 93.6 MHz and Audio Visual Studio along with news room
- Centrally located and student and differently abled person friendly infrastructures within 7 *Ropani* premises
- Resourceful library
- Experienced and renowned faculties
- Personal attention and counseling
- Focus on practical skills and all-round development of students
- Frequent educational tours and excursions
- Research Management Cell (RMC) facilitating research activities
- Playgrounds and indoor sports halls
- Diverse student body and program offered
- Excellent academic and Result Records

#### 4.2 Weakness

The college has the following weaknesses:

- Lack of transportation facility provision to students
- No provision of hostel facility to students
- Less number of students at the Master's level
- Inappropriate ratio of full time to part time faculties
- Improper utilization of college resources
- Under positioning and branding of programs offered

- Underutilized alumni network
- Low presence of students in class hour and examination

#### 4.3 Opportunities

The college has the following opportunities:

- QAA process likely to complete soon
- High possibility to be upgraded as a deemed university
- National and international linkages
- Established under People's Leader Madan Bhandari.
- Possibility of running new programs like BBA, BA LLB, MBM, MA Psychology
- Becoming a school of thought on a national scale
- Establishing itself as a Central Hub of IT, Management and Liberal Arts studies
- Taking the lead in the larger critical discourse
- Existence of supporters and well-wisher
- Establishment of an endowment fund
- Entrepreneurial culture development

#### 4.4 Threats

- The growing tendency of students going abroad after they complete their school level education
- Delay in job security of staff and faculties retard their potentialities and devotion towards institutions.
- Adjustment of fee structure and facilities according to competitive market
- Unhealthy competition among colleges to enroll students
- The affiliating university's carelessness to follow the calendar, admission timing fixity, timely results
- Lack of vibrant job market in the country, the number of college dropouts is increasing every year
- Increasing tendencies in market-oriented education
- Possibility of political instability
- Political perception on people

## Chapter 5

# Strategic Dimension

Strategic planning is an effort to produce decisions and actions that shape and guide an organization's purpose and activities, particularly with regard to the future. Strategic planning is a fundamental component of organizational management and decision making in public, private, and nonprofit organizations. It is a structured approach to establishing an organization's direction and to anticipating the future. Through strategic planning, resources are concentrated on a limited number of objectives, thereby helping an organization to focus its efforts, to ensure that its members are working toward the same goals, and to assess and adjust its direction in response to a changing environment.

Similarly, Strategic direction provides structure and clarity for members in an organization. Successful institutions have a clear purpose as well as direction that defines the objectives both organizational and strategic which informs the institution's vision, mission and goals (strategic objectives). The following are the vision and mission and strategic objectives of Madan Bhandari Memorial College.

### 5.1. Vision

The college strives for *Excellence in Leadership for Transformation* implying its commitment to producing excellent graduates capable of leading wherever they work. The transformation is a catchword implying positive material and intellectual changes for the betterment of humanity; the leadership is an all-inclusive term referring to the inspiring quality in a person to lead the human civilization ahead; the excellence implies the cultivation of good qualities in high degrees. Thus, the college aims to produce a high-quality workforce capable of leading all professional and amateur sectors, thereby bringing about noticeable progressive changes for the humanity and nation.

### 5.2 Mission

Our way of fulfilling our mission is to enhance quality education, create knowledge, and enrich human values. In order to fulfill the mission, we work hard to provide the best systems to enhance students' intellectual growth. We teach in a comfortable, friendly, and well-equipped ambiance. We create learning ambiance in formal and informal settings; that is, in the classroom and outside the classroom like common areas, labs, cafeterias, libraries, online, on field trips, and so on. Our staff members professionally serve all stakeholders. We not only serve our students during their studies at the college and but also after they graduate. We are determined to support and develop research activities for creating new knowledge in different disciplines. We also encourage our students, faculties and staff to imbibe moral and ethical values for the shared better future of humanity.

### 5.3 Strategic objectives (3 to 5 objectives)

Madan Bhandari Memorial College is committed to enhance creative, critical, innovative and holistic success of students. The institution's vision of the college emphasizes

the excellence of quality standards. As a non-profit academic institution, the college guarantees affordable and equitable education to students. The institution has adopted the following strategic objectives to foster its vision and mission.

1. Academic Excellence:
  - Achieve and maintain the highest standards of academic excellence by enhancing faculty expertise, implementing innovative pedagogies and digital innovation to provide interdisciplinary and holistic education.
2. Student Success:
  - Foster a supportive and inclusive learning environment that promotes student success through personalized academic advising, career counseling, and opportunities for experiential learning.
3. Research and Innovation:
  - Position the college as a hub for cutting-edge research and innovation by investing in research infrastructure, fostering interdisciplinary collaborations, and supporting faculty and student research initiatives."
4. Global Engagement:
  - Cultivate a globally-minded community by expanding international partnerships, promoting cross-cultural experiences, and integrating global perspectives into curricula to prepare students for success in a diverse and interconnected world.
5. Community Outreach:
  - Strengthen ties with the local community by actively engaging in community outreach programs, promoting lifelong learning opportunities, and addressing societal needs through collaborative initiatives.
6. Facilities and Infrastructure:
  - Optimize the college's physical infrastructure and facilities to create a conducive and state-of-the-art learning environment, supporting both academic and co-curricular activities.
7. Diversity and Inclusion:
  - "Promote diversity and inclusion across all aspects of college life, fostering a culture of respect, equity, and belonging among students, faculty, and staff."

#### **5.4 Strategic dimension and expected results**

##### **5.4.1 Strategic dimension**

Altogether eight strategic dimensions and 36 expected results are formulated in this strategic development plan. Infrastructure development, educational excellence, strengthened student support system, capable and dedicated human resources, sound financial condition, MBMC school of thought, organizational development, and coordination, collaboration and partnership are the components of strategic dimensions.

At Madan Bhandari Memorial College, we plan to propel into a future that define our academic landscape to be excellence, innovation, and inclusivity. Our commitment to fostering a dynamic learning environment is translated in detail reflected in table 5.4.2.

5.4.2 Strategic dimension and expected results table

S.N.	Strategic areas/direction	Expected results
1	Infrastructure development	1.1 Constructed a new building 1.2 Equipped and upgraded classrooms and Labs, 1.3 Furnished and Schools & Departments and equipped college premises 1.4 Aailed basic sports requirements (outdoor and indoor playground/courtyard)
2	Educational excellence	2.1 Advanced towards Deemed University 2.2 Produced competitive/ interdisciplinary graduates 2.3 Recognized as the first choice for higher study 2.4 Accomplished as an exemplary college for education excellence 2.5 Fostered research-based education and pedagogical innovation 2.6 Expanded academic program
3	Strengthened student support system	3.1 Assured access to diverse student body 3.2 Augmented scholarship scheme 3.3 Increased student enrollment 3.4 Established active and functional relationship with Alumni
4	Capable and dedicated human resources	4.1 Enhanced capacity of faculties and staff 4.2 Ensured competent and full-time faculties and staff 4.3 Boosted faculties' access to academic resources 4.4 Created a functional mechanism for knowledge exchange and sharing
5	Sound financial condition	5.1 Created an Endowment Fund 5.2 Enhanced solidarity and collective action with stakeholder 5.3 Developed fund-raising mechanism 5.4 Diversified professional and vocational programs
6	MBMC school of thought	6.1 Emerged as academic discourse center for social transformation 6.2 Produced manuals, resource books and journals 6.3 Strengthened RMC (research) structure and functions 6.4 Instituted as a knowledge e-repository center
7	Organizational development	7.1 Standardized organizational systems and procedures 7.2 Ensured good governance 7.3 Created distinctive space and sound organizational culture 7.4 Enhanced organizational synergy and learning 7.5 Maximized the utilization of available resources

S.N.	Strategic areas/direction	Expected results
8	Coordination, collaboration and partnership	8.1 Established collaboration with government organizations, I/NGOs, academia and industries 8.2 Expanded extension & outreach and consultancy services 8.3 Established regular two-way communication between college and parents, collaborators and partners 8.4 Formed collaborators and partner functional consortium 8.5 Worked in close collaboration with MB Foundation

### 5.5 Expected results and main/major activities

This section includes the major activities that will be executed to meet the ascertained expected results. The activities are determined according to each result area distinctly. The major activities that will be undertaken are enlisted in this table.

S.N.	Expected results	Major activities
1	1.1 Constructed a new building	1.1.1 Finalize structural and architectural design 1.1.2 Analyze costing and generate fund 1.1.3 Complete official process for building construction 1.1.4 Start building construction
	1.2 Equipped and upgraded classrooms and Labs	1.2.1 Install six interactive boards in classrooms 1.2.2 Set up three labs (networking, digital and general) and upgrade science lab & computer/research lab 1.2.3 Upgrade classroom facilities (comfortable furniture with special setting)
	1.3 Furnished and Schools & Departments and equipped college premises	1.3.1 Provide work stations for full time faculties 1.3.2 Equip schools with computers, printer, scanner, photocopier, air conditioning 1.3.3 Upgrade CCTV 1.3.4 Install three fire extinguishers 1.3.5 Furnish Cafeteria
	1.4 Aailed basic sports requirements (outdoor and indoor playground/courtyard)	1.4.1 Construct and purchase indoor sports facilities (hall, boards) 1.4.2 Construct and purchase outdoor sports facilities (playground and courts)
2	2.1 Advanced towards Deemed University	2.1.1 Achieve national quality accreditation (QAA and QE) 2.1.2 Secure academic autonomy for special program 2.1.3 Prepare academic (curriculum, evaluation, library) and human resource plans for deemed university 2.1.4 Prepare "Letter of Intent" for deemed university 2.1.5 Form a special taskforce
	2.2 Produced competitive and interdisciplinary graduates	2.2.1 Initiate/introduce research based, experiential and experimental learning (collaborative research, field work, educational excursion, seminar, training/workshop, project work)

S.N.	Expected results	Major activities
		<p>2.2.2 Conduct special classes/ lectures by national and international professionals/ experts</p> <p>2.2.3 Audit academic quality internally every year and externally every two years.</p> <p>2.2.4 Create opportunity to foster talent and innovation</p> <p>2.2.5 Provide non-credit course on holistic education (vocational, emotional, social and moral education)</p>
	2.3 Recognized as students' first choice in higher education	<p>2.3.1 Offers three to five opportunities for students to participate in national and international talent competitions, seminars and workshops each year</p> <p>2.3.2 Provide digital access (national and international journals, library) for all student</p> <p>2.3.3 Upgrade the facilities of MBMC library</p> <p>2.3.4 Conduct assignments, assessments, additional classes, revision classes to secure students' success</p> <p>2.3.5 Organize regular co-curricular activities (competitions, gaming, sports)</p> <p>2.3.6 Support students to find their career path through career counseling</p> <p>2.3.7 Organize graduation ceremony early</p> <p>2.3.8 Connect classroom with newsroom</p>
	2.4 Accomplished as an exemplary college for education excellence	<p>2.4.1 Develop a standard (indicators) for quality education</p> <p>2.4.2 Organize two lobbying and advocacy events regarding conducive policy for public colleges each year</p> <p>2.4.3 Organize educational (talent hunt) fair to attract potential students from all background</p>
	2.5 Fostered pedagogical innovation	<p>2.5.1 Develop a set of indicators for conducive teaching learning environment</p> <p>2.5.2 Conduct monthly pedagogical sharing series among MBMC faculties</p> <p>2.5.3 Develop a manual of MBMC approach to better pedagogy</p> <p>2.5.4 Organize two basic level, two mid-level and one advance level training on pedagogy for faculties based on manual</p> <p>2.5.5 Organize national summit on better pedagogy annually (based on conducting the research into pedagogical good practices and real-life experiences)</p>
	2.6 Expanded academic programs	<p>2.6.1 Run bachelor program: BALLB, BBA, BIT</p> <p>2.6.2 Run master program: MBS, Philosophy, MIT</p> <p>2.6.3 Run short term professional training courses</p> <p>2.6.4 Set the ground for PGD in education, BTTM, Sports Science, MScCSIT,</p>
3	3.1 Strengthened student support system	<p>3.1.1 Conduct a study to explore areas of student support</p> <p>3.1.2 Formulate and adapt student support policy</p> <p>3.1.3 Designate a staff (teaching assistant/ counselor) for student support</p>



S.N.	Expected results	Major activities
		3.1.4 Allocate office space for students' associations (council, quality circle, alumni) 3.1.5 Establish medical emergency facilities, first-aid room and maintain health hygiene 3.1.6 Manage girls' hostel
	3.2 Augmented scholarship scheme	3.2.1 Formulate scholarship fund policy 3.2.2 Establish dedicated fund 3.2.3 Amend scholarship management procedure
	3.3 Increased student enrollment	3.3.1 Conduct an assessment to find out potential student enrollment areas every year 3.3.2 Organize one outreach and extension event in each potential area every year 3.3.3 Organize sharing meetings with School Principals and other campus authorities 3.3.4 Sign Memorandum of Understandings (MoUs) with local authorities to provide scholarship for students under special condition and marginalized communities 3.3.5 Organize two promotional and branding events with materials, publish monthly e-bulletin each year and run one You Tube channel
	3.4 Established active and functional relationship with Alumni	3.4.1 Organize two events engaging students/alumni in social service activities each year 3.4.2 Adapt alumni fund raising strategy 3.4.3 Compile and publish success stories of alumni and an alumni directory 3.4.4 Organize two "brotherhood-submits (events)" between students and alumni annually
4	4.1 Enhanced capacity of faculties and staff	4.1.1 Provide five research and innovation grants and support for faculties and students annually 4.1.2 Facilitate and provide grants to five faculties for the publication of research articles in Indexed Journal each year 4.1.3 Organize three capacity building events annually (training/ workshop/mentorship) 4.1.4 Create opportunities to enable faculties to engage with wider audiences 4.1.5 Facilitate faculties to participate in international academic conference
	4.2 Ensured adequate full-time faculties and staff	4.2.1 Prepare a human resource plan 4.2.2 Conduct job analysis 4.2.3 Recruit and socialize new faculties and staff 4.2.4 Ensure social security provisions and gratuity fund
	4.3 Boosted faculties' access to academic resources	4.3.1 Establish departmental library 4.3.2 Subscribe at least ... national and international online libraries and journals and provide free access to the faculties 4.3.3 Provide access to research software like SPSS, STATA

S.N.	Expected results	Major activities
	4.4 Created a functional mechanism for knowledge exchange and sharing	4.4.1 Constitute a book readers forum 4.4.2 Organize learning/ experience sharing meeting quarterly (reader's wall, book discussion) 4.4.3 Create a digital platform to share books, articles and ideas among faculties and student
5	5.1 Developed and diversified the sources of revenues	5.1.1 Create an Endowment Fund 5.1.2 Assess diverse resource potentials and prepare a fund-raising plan 5.1.3 Form a fund-raising mechanism 5.1.4 Launch fund raising campaign
	5.2 Enhanced solidarity and collective action with stakeholders	5.2.1 Conduct sentiment analysis annually 5.2.2 Form a joint team (comprising stakeholders and college representative) for coalition building 5.2.3 Organize jointly at least two outreach programs for community welfare 5.2.4 Designate focal person to facilitate stakeholders-college collaborations
	5.4 Diversified academic and vocational programs	5.4.1 Conduct a study to trace out the educational (market) trends and potential (attractive) programs 5.4.2 Secure affiliation from concern university/authorities 5.4.3 Run at least two vocational programs
6	6.1 Emerged as an academic discourse center	6.1.1 Organize thematic discourse event quarterly 6.1.2 Organize one national conference to gather researchers and share their findings each year
	6.2 Produced manuals, resource books and journals	6.2.1 Publish two academic journals (one in Nepali and one in English language) and one Shweta Shardul Magazine each year 6.2.2 Develop and publish two resources books and manuals based on research each year 6.2.3 Establish dedicated fund for production and publication 6.2.4 Adapt the policy of providing incentives to the contributors of reference materials
	6.3 Strengthened RMC	6.3.1 Develop a guideline and functional structure of RMC 6.3.2 Organize two capacity building seminars, trainings and workshops on research for faculties 6.3.3 Define working modality with schools and departments 6.3.4 Provide 10 research grants to faculties and students
	6.4 Instituted as a knowledge e-repository	6.4.1 Develop a guideline for e-repository 6.4.2 Design the Website 6.4.3 Install dedicated server and equipment 6.4.4 Designate responsible person
7	7.1 Standardized organizational systems and processes	7.1.1 Review, revise and formulate policies, systems and procedures 7.1.2 Outline the scope of schools and their functioning 7.1.3 Conduct organization and management (O&M) survey

S.N.	Expected results	Major activities
	7.2 Ensured good governance	7.2.1 Develop a procedure to adapt cooperative planning and collective decision making 7.2.2 Form a team to expedite feedback mechanism and grievance handling with clear guideline 7.2.3 Prepare and adopt a policy of diversity and positive discrimination 7.2.4 Formulate implementation plan based on vision, mission and strategies annually.
	7.3 Created distinctive spaces and sound organizational culture	7.3.1 Provide dabble time to schools and departments heads for innovation 7.3.2 Facilitate and support career development opportunities for three faculties and one staff each year 7.3.3 Organize two team building events/retreats each year 7.3.4 Organize two workshops to cultivate trust and openness each year 7.3.5 Celebrate success each year
	7.4 Enhanced organizational learning	7.4.1 Organize two training to develop an organization's capacity to acquire, share, use and store valuable knowledge 7.4.2 Create dedicated unit for data collection and documentation 7.4.3 Analyze collected data regularly (at least monthly) 7.4.4 Use analysis findings for making informed operational and programmatic decision and change
	7.5 Maximized the utilization of available resources	7.5.1 Study feasibility for running academic programs in different shift 7.5.2 Operate academic programs during day and evening 7.5.3 Offer college hall and rooms on vacation rental
8	8.1 Established collaboration with Government organizations (GOs), academia and industries	8.1.1 Launch solidarity campaign with public campuses and their association 8.1.2 Organize policy dialogues on education with GOs 8.1.3 Incubate entrepreneurship platform 8.1.4 Organize graduate seminars/ job fair every year 8.1.5 Establish at least two memorandum of understanding (MoU) each year 8.1.6 Establish inter-university and inter colleges collaboration (TU, KU, PU, NOU)
	8.2 Expanded consultancy, extension and outreach services	8.2.1 Ascertain areas of institutional expertise of college 8.2.2 Explore potential areas, opportunities to engage and prepare working modalities 8.2.3 Conduct at least two demand-based research and training each year 8.2.4 Develop guideline and modules for extension and outreach services 8.2.5 Organize three outreach events based on the modules each year.

S.N.	Expected results	Major activities
8.3	Established regular two-way communication between college & parents, collaborators and partners	8.3.1 Prepare a report identifying communication need of parents, collaborators and partners 8.3.2 Establish a functional communication mechanism to share information and progress 8.3.3 Inform and update college progress and achievement regularly 8.3.4 Designate a focal person for communication
8.4	Formed collaborators and partners functional consortium	8.4.1 Constitute college-parent and college-collaborators dialogue forum 8.4.2 Organize at least two meeting with parents and collaborators respectively 8.4.3 Involve parents and collaborators in college annual day and success celebration events

## 5.6 Implementation Plan

This section discusses upon the measures that will be taken for the implementation of the strategic plan. It includes preparation of the plan, annual priorities, estimated budget and responsibility assigned.

### 5.6.1 Preparation

The college will prepare annual plan for the implementation of this strategy. Schools and departments will be responsible to develop their action plan corresponding to this strategy. Based on departmental plans college will come up with an institutional plan. The College will make sure tracing out detail activities, responsible person, timeframe, available budget and work procedure in its annual plan.

### 5.6.2 Estimated financial resources/budget

The estimated financial resources for the implementation of the strategic plan is the combination of students' fees, external funding/grants, and cost-saving initiatives totaling 410,200,000. In order to execute the strategic plan, the college has allocated 70% of the budget towards its infrastructure development, 11% for the institutional advancement towards deemed university, research and innovation and the regular operational expenses have not been included in this planning. In this regard, the budgetary projections are aligned with our strategic results with a dedicated allocation for pedagogical enhancement, capacity building of faculties and staff, and infrastructure development for the sustainable growth. The detail result wise budget has been presented in the table 5.6.3.

### 5.6.3 Implementation table/timeframe

S.N.	Activities	Implementation year					Responsibility	Budget
		1	2	3	4	5		
1.1	1.1.1 Finalize structural and architectural design						College management	260,000,000
	1.1.2 Analyze costing and generate fund							
	1.1.3 Complete official process for building construction							
	1.1.4 Start building construction							
1.2	1.2.1 Install twenty interactive boards in classrooms						College administration	40,000,000
	1.2.2 Set up three Labs							
	1.2.3 Upgrade classroom facilities (comfortable furniture with special setting)							
1.3	1.3.1 Provide work stations for full time faculties						College administration	3,000,000
	1.3.2 Equip schools with computers, printer, scanner, photocopier, air conditioning							
1.4	1.4.1 Construct and purchase indoor sports facilities (hall, boards)						College administration	500,000
	1.4.2 Construct and purchase outdoor sports facilities (playground and courts)							
2.1	2.1.1 Achieve national and international quality accreditation						IQAD and Schools	3,000,000
	2.1.2 Secure academic autonomy for special program							
	2.1.3 Prepare academic and human resources plan for deemed university							
	2.1.4 Prepare "Letter of Intent" for deemed university							
2.2	2.2.1 Provide non-credit course on holistic education (vocational, emotional, social and moral education)						Schools	5,000,000

	2.2.2 Conduct special classes/ lectures by national and international professionals/ experts							
	2.2.3 Initiate/introduce research based, experiential and experimental learning (field work, educational excursion, ...., )							
	2.2.4 Audit academic quality in every two years by external experts.							
	2.2.5 Create opportunity to foster talent and innovation							
2.3	2.3.1 Offers three to five opportunities for students to participate in national and international talent competitions, seminars, workshops and sports each year						RMC and Library Management Committee	5,000,000
	2.3.2 Provide digital access (national and international journals, library) for all student							
	2.3.3 Upgrade the facilities of MBMC library							
	2.3.4 Conduct assignments, assessments, additional classes, revision classes to secure students' success							
	2.3.5 Organize regular co-curricular activities (competitions, gaming, sports)							
	2.3.6 Establish counseling cell to support students to find their career path through career counseling							
	2.3.7 Organize graduation ceremony yearly							
2.4	2.4.1 Develop a standard manual (indicators) for quality education						Schools	3,000,000
	2.4.2 Organize two lobbying and advocacy events regarding conducive policy for public colleges each year							
	2.4.3 Organize educational (talent hunt) fair to attract potential students from all background							

2.5	2.5.1	Develop a set of indicators for conducive teaching learning environment							5,000,000
	2.5.2	Conduct monthly pedagogical sharing series among MBMC faculties							
	2.5.3	Develop a manual of MBMC approach to better pedagogy							
	2.5.4	Organize two basic level, two mid-level and one advance level training on pedagogy for faculties based on manual							
	2.5.5	Organize national submit on better pedagogy annually (based on conducting the research into pedagogical good practices and real-life experiences)							
2.6	2.6.1	Run bachelor program: BALLB, BBA, BIT						College management and Schools (Assistant Campus Chief-Academic)	10,000,000
	2.6.2	Run master program: MBS, Philosophy, MIT							
	2.6.3	Lay the foundation for PGD in education, BTTM, Sports Science, MSc.CSIT,							
	2.6.4	Run Short term professional training courses							
3.1	3.1.1	Conduct a study to explore areas of student support						College administration	7,000,000
	3.1.2	Formulate and adapt student support policy							
	3.1.3	Designate a staff (teaching assistant/ counselor) for student support							
	3.1.4	Allocate office space for students' associations (council, quality circle, alumni)							
	3.1.5	Establish medical emergency facilities, first-aid room and maintain health hygiene							
	3.1.6	Arrange hostel for student							
3.2	3.2.1	Formulate scholarship fund policy					College	100,000	

	3.2.2 Establish dedicated fund						administration	
	3.2.3 Amend scholarship management procedure							
3.3	3.3.1 Conduct an assessment to find out potential student enrollment areas every year						Admission and promotion committee	12,000,000
	3.3.2 Organize one extension and outreach event in each potential area every year							
	3.3.3 Organize sharing meetings with School Principals and other campus authorities							
	3.3.4 Sign Memorandum of Understandings (MoUs) with local authorities to provide scholarship for students under special condition and marginalized communities							
	3.3.5 Organize two promotional and branding events with materials, publish monthly e-bulletin each year and run one You Tube channel							
3.4	3.4.1 Organize two events engaging students/alumni in social service activities each year						Assistant Campus Chief-Academic and ECA	100,000
	3.4.2 Adapt alumni fund raising strategy							
	3.4.3 Compile and publish success stories of alumni and an alumni directory							
	3.4.4 Organize two "brotherhood-submits (events)" between/among students and alumni annually							
4.1	4.1.1 Provide five research and innovation grants and support for faculties and students annually						RMC	15,000,000
	4.1.2 Facilitate and provide grants to five faculties for the publication of research articles in Indexed Journal each year							
	4.1.3 Organize three capacity building events annually (training/ workshop/mentorship)							



	4.1.4 Create opportunities to enable faculties to engage with wider audiences							
	4.1.5 Facilitate faculties to participate in international academic conference							
4.2	4.2.1 Prepare a human resource plan						Assistant Campus Chief-Administration	5,000,000
	4.2.2 Conduct job analysis							
	4.2.3 Recruit and socialize new faculties and staff							
	4.2.4 Ensure social security provisions and gratuity fund							
4.3	4.3.1 Establish departmental library						College administration	2,000,000
	4.3.2 Subscribe at least five national and international online libraries and journals and provide free access to the faculties							
	4.3.3 Provide access to research software like SPSS, STATA							
4.4	4.4.1 Constitute a book readers forum						Schools	500,000
	4.4.2 Organize learning/experience sharing meeting quarterly (reader's wall, book discussion)							
	4.4.3 Create a digital platform to share books, articles and ideas among faculties and student							
5.1	5.1.1 Create an Endowment Fund						College management	100,000
	5.1.2 Assess diverse resource potentials and prepare a fund-raising plan							
	5.1.3 Form a fund-raising mechanism							
	5.1.4 Launch fund raising campaign							
5.2	5.2.1 Conduct sentiment analysis annually						College	3,500,000

	5.2.2 Form a joint team (comprising stakeholders and college representative) for coalition building						Administration	
	5.2.3 Organize jointly at least two outreach programs for community welfare each year							
	5.2.4 Designate focal person to facilitate stakeholders-college collaborations							
5.3	5.3.1 Conduct a study to trace out the educational (market) trends and potential (attractive) programs						College Management	1,000,000
	5.3.2 Secure affiliation from concern university/authorities							
	5.3.3 Run at least two vocational programs							
6.1	6.1.1 Organize thematic discourse event quarterly						Schools	700,000
	6.1.2 Organize one national conference to gather researchers and share their findings each year							
6.2	6.2.1 Publish two academic journals (one in Nepali and one in English language) each year						RMC and Schools	4,000,000
	6.2.2 Develop and publish two resource books and manuals each year							
	6.2.3 Establish dedicated fund for content production and publication							
	6.2.4 Adapt the policy of providing incentives to the contributors of reference materials							
6.3	6.3.1 Develop a guideline and functional structure of RMC						RMC and College Administration	6,000,000
	6.3.2 Organize two capacity building seminars/trainings and workshops on research for faculties each year							
	6.3.3 Define working modality with schools and departments							

	6.3.4 Provide 10 research grants to faculties and students each year							
6.4	6.4.1 Develop a guideline for e-repository						Library Management Committee	2,000,000
	6.4.2 Design the Website							
	6.4.3 Install dedicated server and equipment							
	6.4.4 Designate responsible person							
7.1	7.1.1 Review, revise and formulate policies, systems and procedures						College Administration	600,000
	7.1.2 Outline the scope of schools and their functioning							
	7.1.3 Conduct organization and management (O&M) survey							
7.2	7.2.1 Develop a procedure to adapt cooperative planning and collective decision making						College management	100,000
	7.2.2 Form a team to expedite feedback mechanism and grievance handling with clear guideline							
	7.2.3 Prepare and adopt a policy of diversity and positive discrimination							
	7.2.4 Formulate implementation plan based on vision, mission and strategies annually.							
7.3	7.3.1 Provide dabble time to staff, schools and departments heads for innovation						College management	3,000,000
	7.3.2 Facilitate and support career development opportunities for three faculties and one staff each year							
	7.3.3 Organize two team building events/retreats each year							
	7.3.4 Organize two workshops to cultivate trust and openness each year							
	7.3.5 Celebrate success each year							

7.4	7.4.1 Organize two training to develop an organization's capacity to acquire, share, use and store valuable knowledge					College Administration	3,000,000
	7.4.2 Create dedicated unit with equipment for data collection and documentation						
	7.4.3 Analyze collected data regularly (at least monthly)						
	7.4.4 Use analysis findings for making informed operational and programmatic decision and change						
7.5	7.5.1 Study feasibility for running academic programs in different shift					College Management	200,000
	7.5.2 Operate academic programs during day and evening						
	7.5.3 Offer college hall and rooms on vacation rental						
8.1	8.1.1 Launch solidarity campaign with public campuses and their association one each year					Placement cell	1,100,000
	8.1.2 Organize policy dialogues on education with GOs						
	8.1.3 Incubate entrepreneurship platform						
	8.1.4 Organize graduate seminars/job fair every year						
	8.1.5 Signed at least two memorandum of understanding (MoU) each year						
	8.1.6 Establish inter-university collaboration (KU, PU, NOU)						
8.2	8.2.1 Ascertain areas of institutional expertise of college					College Administration	5,000,000
	8.2.2 Explore potential areas, opportunities to engage and prepare working modalities						

	8.2.3 Conduct at least two demand-based research and training each year							
	8.2.4 Develop guideline and modules for extension and outreach services							
	8.2.5 Organize three outreach events based on the modules each year.							
8.3	8.3.1 Prepare a report identifying communication need of parents, collaborators and partners						College Administration	200,000
	8.3.2 Establish a functional communication mechanism to share information and progress							
	8.3.3 Inform and update college progress and achievement regularly							
	8.3.4 Designate a focal person for communication							
8.4	8.4.1 Constitute college-parent and college-collaborators dialogue forum						College Management	2,500,000
	8.4.2 Organize at least two meeting with parents and collaborators respectively							
	8.4.3 Involve parents and collaborators in college annual day and success celebration events							
<b>Total estimated budget</b>								<b>410,200,000</b>

### **5.7 Monitoring and evaluation**

The college will regularly monitor this strategic development plan and it will take required initiative for its successful implementation. The College Management Committee will also monitor the progress of its annual plan on regular basis. The specific table, tools, and the ways will be designed for the systematic monitoring of the plan. There will also be an explicit format for its evaluation report and the outcome and output will be used to prepare the future plan of the college.

Besides the annual monitoring and evaluation, the college will carry out mid-term and final evaluation of the strategic development plan. The plan, agendas, and methods will be determined for such monitoring and evaluation. If required, the mid-term and final monitoring and evaluation will be carried out by independent expert team or internal body.