

Five years Strategic Development Plan

2022-2027

**PURCHOUNDI MULTIPLE CAMPUS**  
**HAT,BAITADI**

Submitted to

University Grants Commission

Sanothimi, Bhaktapur

September 2022

## ACKNOWLEDGEMENT

Purchoundi Multiple Campus was set up in 2065 BS with the great holy intention of higher education efforts of the community. It is recognized as a prominent community based educational institution of Baitadi district. At that time the campus bought 5-7-01-03 ropani of valuable land in Purchoundi municipality for the Purpose of establishing a campus. TU provided affiliation of Bed and the campus started four different subjects like English, Nepali, Economics and Population. Similarly, in 2070 BS management faculty was opened.

We want to express heartily gratitude to the UGC for having the regular support and provided matching and regular grants in PMC. We highly appreciate the all long co-operation and genuine support provided by UGC. It is tough to handle the campus without the regular inspection and guidance of our upper agency, UGC. We want to express our deep gratitude to the guardians who supported to establish this campus. Similarly our thanks go on the political parties, local bodies, all teachers, business community, government, donors and guardians and stake holders who have been supporting this campus directly and indirectly and have promised for the further support. We offer our heartily thanks to all the CMC member lecturers and administrative of this campus. we highly appreciate the technical support and co-operation of Mr. Gobinda Prasad Awasthi and Mr. Narendra Prasad Badu for the preparation of the Five year Strategic Development Plan 2022-2027.

Campus Chief

## **Abbreviations**

<b>Abbreviations</b>	<b>Full forms</b>
ASS	Assistant
BS	Bikram Sambat
CC	Chamber of Commerce
CMC	Campus Management Committee
DDC	District Development Committee
PM	Purchoundi Municipality
F	Female
PMC	Purchoundi Multiple Campus
FSU	Free Students Union
FW	Far –Western
M	Male
MUN	Municipality
NP	Not Published
SN	Serial Number
TU	Tribhuvan University
CA	Campus Administration
GOs	Government Organization
NGOs	Non- Government Organization
FT	Full Time
PT	Part Time

## Table of contents

### **Section 1 : INTRODUCTION**

1.1	Contexts and rationale .....	6
1.2	Purpose of the plan .....	8
1.3	Process of preparing the plan .....	8
1.4	participants of strategic planning .....	9
1.5	Stakeholders .....	10
1.6	Scope of the plan .....	10

### **Section 2 INSTITUTION'S PROFILE**

2.1	Overview of the catchment area .....	11
2.2	Description of the Institutions .....	12
2.2.1	Historical background .....	12
2.2.2	Physical infrastructure of the Campus .....	14
2.2.2.1	Land .....	14
2.2.2.2	Building and Rooms of Campus .....	14
2.2.2.3	Furniture and accessories.....	14
2.2.2.4	Computer and Internet Access.....	15
2.2.2.5	Hostel Facility .....	15
2.2.2.6	Sports Facilities.....	15
2.2.2.7	Road and Transportation Facilities .....	15
2.2.2.8	Library .....	16
2.2.2.9	Drinking Water .....	16
2.2.2.10	Toilet Facilities .....	16
2.2.2.11	Computer Lab .....	17
2.2.2.12	the Surrounding and Garden .....	17
2.3	Academic Program and Management .....	17
2.3.1	Academic Program .....	17
2.3.2	Students Enrollment and Composition .....	18
2.3.3	Teaching Learning Management and Practices .....	18
2.3.4	Use of teaching Material.....	19
2.3.5	Examination System and Results .....	19
2.4	Human Resource Management .....	20
2.5	Institutional Management .....	20
2.5.1	Other Unions in the Campus .....	21
2.6	Economic and Financial Management .....	21
2.6.1	Annual Budget of the Campus .....	21
2.6.2	Actual Financial Status of the Campus in last year.....	22

2.6.3 Documentation, Research and Publication .....	23
2.6.4 Extra Curricular Activities .....	23
2.6.5 Students wall fare and scholarship .....	24
2.6.6 Par Students Cost .....	24
2.6.7 Financial System .....	24
<b>Section 3 SWOT ANALYSIS</b>	
3.1 Strengths .....	25
3.2 Weaknesses.....	25
3.3 Opportunities .....	26
3.4 Threats/ Challenges .....	26
<b>Section 4 STRATEGIC PLAN</b>	
4.1 Vision .....	28
4.2 Mission .....	28
4.3 Strategic Goals .....	29
4.4 Guiding Principal .....	29
4.5 Core Values and norms .....	30
4.6 Commitment.....	30
4.7 Limitation .....	31
4.8 Implementation of plan .....	31
4.9 Overall strategies .....	32
4.10 Strategies areas and priorities.....	32
4.11 Strategy Areas in Detail.....	33
4.12 Action Plan .....	40
4.12.1 Physical Infrastructure Development .....	41
4.12.2 Quality Improvement and program Extension.....	42
4.12.3 Extra-Curricular Activities and Student Welfare .....	43
4.12.4 Organizational Management.....	44
4.12.5 Economic and Financial management.....	45
4.12.6 Campus Community Involvement .....	45
4.13 Implementation of Strategic Plan .....	46
4.14 Monitoring and Evaluation/Supervision .....	46
4.15 Stakeholders Commitments .....	47

## **Section :1**

### **Introduction**

#### **1.1 Context and Rational**

Purchoundi Multiple Campus has been trying to fulfill the educational need of Purchoundi in Baitadi district since its establishment in 2065 BS. PMC has been recognized as the first and only one pioneering bachelor level campus of Purchoundi in Baitadi district. PMC is completely community based campus. Like in other parts of the country, significant changes have been seen in the higher educational scenario of FW region also in the past decades.

The number of community campus in the region was 2 in 2037 BS which reached to 90 now. The unchecked quantitative growth of campuses without adequate resource base and lack of quality control measure has raised question about the relevancy of higher education system of Nepal. Most of the campuses established through community initiative have poor physical infrastructure base. TU constituent campuses of the FW region fulfill only a small portion of the local higher educational demand. There are only 3 constituent campuses of TU in the entire region covering 9 districts. Less than 18 percent of the campuses going students of the region have access to TU campus, which is the lowest among the five development regions of the country. So among the community colleges PMC has been playing vital role for the community by serving in the higher education.

It has been implementing the new actions included in the master plan in recent days. It has been obtaining lots of supports from the UGC. The support will be milestone in improving the educational as well as the research scenario on various genres of Purchoundi in Baitadi district. It started to work along with the strategic planning only after the regular guidance of UGC. After the selection, the campus had taken initiative to formulate five year strategic plan. It prepared revised strategic plan as well. The current context is to prepare the five years Strategic Development Plan of PMC. The UGC support is vital for the campus.

The strategic development plan document provides a framework to advance the PMCs vision, mission and goals envisioned by its stakeholders. The plan document represents the educational aspirations and expectations of the people of Baitadi. This planning is important tool for achieving the organizational quality goals. In fact strategic development planning is a visionary process to achieve the goals. It starts with the formulation of long term shared vision about the campus that the people want it to be in future.

Based on the strengths, weaknesses, opportunities and threats/challenges (SWOT) analysis, core competencies of the organization are identifies and future plan are formulated. while formulating a strategic plan it is ensured that the strength aspects of the organization are utilized. On the basis of long term goal, several sectors goals are formulated. The strategic planning exercise is participatory in nature to ensure the ownership of stakeholders.

In the context of PMC several factors need to be considered in relation to higher education like quality, physical infrastructure, human resource, financial sustainability and community involvement. The rising expectations of the community on one hand and lack of resources at the disposal of the campus on the other have a challenge for the campus. The whole approach towards the higher education of the community is changing. Now people are being more concerned toward the quality than mere acquiring a mere certificate. Likewise educational institutions are also viewed as centers of overall development of the students. The campus has tried to include all aspects relevant to higher education in the planning document.

Further, as the country is being re-structured on the federal model, educational institutions of the remote area of the country also need new approach to improve the quality of education. It is against this

background that the strategic development plan of PMC (2022-2027) has been prepared for submission to NERHP University grants Commission.

## **1.2 Purpose of the plan**

The overall purposes of the strategic development plan of Purchoundi Multiple Campus is to enhance quality and human resources development ,physical infra structure and research innovation to convert it in to a model higher level campus of Purchoundi in Baitadi district. The purposes of this plan are as follows:

1. To analyze the existing environment of the campus and to identify key opportunities.
2. On the basis of SWOT analysis to prioritize of the campus.
3. To determine the vision, mission, goal and sector strategies of the campus.
4. To implement the plan.
5. To improve the overall performance of the campus through a phase wise improvement measures to meet the performance indicators of NERHP, UGC.

## **1.3 process of preparing the plan**

As the strategic plan has been prepared twice after the SHEP, the current strategic development plan is prepared with the recommendation of CMC, guardians, teachers, students and other stakeholders. The guideline is taken from the previous strategic plan and revised strategic plan of the campus. Needed required information is collected from the teacher, CMC members



and students as well as other stakeholders and information are given prioritized in the plan.

The vision mission and goals are the same as discussed in the prospectus and in the earlier strategic plans. Some of them are changed as the suggestions are provided by the stakeholders. The strength, weaknesses, opportunities and threats as well as the priority areas are contextually discussed in the plan.

On the basis of the guidelines of previous strategic plans suggestions and recommendations from various sides of the strategic development plan has been prepared to submit in the UGC, NERHP.

#### **1.4 Framework/Participants of strategic planning**

The main text of the campus strategic development plan document is preceded by acknowledgements, which is divided into four parts.

Part I: Is the introductory part. It contains overview or the general background of the plan, its objectives, and process adopted in the preparation.

Part II Includes the institutional profile.

Part III In this section the strengths, weaknesses, opportunities, threats (SWOT) of the campus are analyzed.

Part IV It is the main part of the strategic plan. It includes the vision and mission statements and guiding principles of the campus. Likewise, a five year action plan with details of the yearly activities, expected results and estimated budget is presented. This part contains the assumptions and limitations relating to the strategic plan.

## **1.5 Stakeholders**

The stakeholders are importantly the Purchoundi Municipality, Baitadi, DDC Baitadi, guardians, donors and civil society organizations, teachers and campus administration and political leader.

## **1.6 Scope of the plan**

The coverage of the five years strategic development plan (2022-2027) includes aspects like physical infrastructure, quality improvement, and extracurricular activities and students welfare. Likewise, organizational management economic and financial management campus community linkage, environmental setting of the campus, along with SWOT analysis is also included in the plan.

## **Section: 2**

### **INSTITUTION'S PROFILE**

#### **2.1 Overview of the catchment area**

Purchoundi Multiple Campus is located in the Purchoundi Municipality the centre of municipality (Hat) in Baitadi district. It lies at a distance of 150 Km. from the headquarters of baitadi district. Hat bazaar is the centre of Purchoundi Municipality, where the campus is located with a pleasant climate and scenic beauty. People of Purchoundi have been suffering from geographical, educational, economic, social difficulties and lack nesses.

The catchments area of this campus covers three districts as like Baitadi, Darchula and Bajhang, properly Purchoundi Municipality. There are 12 higher secondary schools in the catchment area of PMC. The area is predominantly inhabited by Brahmin, thakuri, chhetri and dalit. It has a rich cultural heritage with linkage to the Darchula, Bajhang and Kumauni culture and traditions. For ages it has been a place of religious and cultural harmony.

Agriculture and related activate are the main source of livelihood for majority of the population of the Purchoundi. Besides agriculture, a significant proportion of population is also involves in trading, service sectors, government services and military services. Due to its proximity to places like Pithougrarh in India, which keeps very good educational facilities, the educational status of Baitadi district is better compares to other adjoining districts.

## **2.2 Descriptions of the institutions**

### **2.1.2 Historical background**

Purchoundi Multiple Campus has been trying to fulfill the educational need of Purchoundi in Baitadi district since its establishment in 2065 BS. PMC has been recognized as the first and only one pioneering bachelor level campus of Purchoundi in Baitadi district. PMC is completely community based campus. Like in other parts of the country, significant changes have been seen in the higher educational scenario of FW region also in the past decades.

People of Purchoundi have been suffering from geographical, educational, economic, social difficulties and lack access. To heal the problems, education becomes the main weapon, but people of this place have been lacking the facilities of higher education. This campus is established with the great holy intention of higher education, like this very remote area of our country Nepal. So, to fulfill this need and to maintain the quality life through quality education people of Purchoundi took an affiliation from TU for Bed programs established a community based educational institution named "Purchoundi multiple campus" Hat, Baitadi in 2065-09-05 BS. By following the spirit of TU the campus started the activities.

In its initial phase, PMC started its teaching learning activities in the building and infrastructure of Shree Dileshwory higher secondary school Hat Baitadi. Affiliation was not enough for the campus. To start an effective educational and overall related activities, there was the need of own structure. Therefore, the campus requested to different respected sources like UGC, DDC, VDC, MPs, guardians, donors, student fee and collected a fund. By the help of this fund the campus had purchased its own land in 2068 BS. The total area of the land is (5-7-01-03) ropani. After that the campus made two building with 17 rooms. Than after the campus

built next floor with economic support of UGC. Since 2070 BBS program is going on.

Now in PMC all students are like women, dalits, disadvantaged and poor family background and they are coming far from the campus, studying both faculties. In this way people of Purchoundi are achieving their higher education from this campus and contributing to the nation from their side.

## **2.2.2 Physical infrastructure of the campus**

### **2.2.2.1 Land**

PMC has 5-7-01-03 ropani of land, which is registered. The land was bought by the natives and transferred in to the name of PMC.

### **2.2.2.2 Building and rooms of campus**

currently there are Three buildings. The status of buildings and rooms as presented as below:

S.N.	Buildings	N.of Rooms	Rooms used for
1	Building N.1	18 Rooms and 1Hall	10 Class Room and 49office Rooms.(Library, Staff Room)
2	Building N.2	10 Rooms and	Girls Hostel
3	Building N.3	8 Rooms	Mgt. Class Room

If the third building will constructed with the support of UGC ,than which are used for student hostel.

### **2.2.2.3 Furniture and accessories**

The campus has furniture and accessories like bench, desk, table, chairs, teacher racks, almirah, white boards, computer tables, demo tables etc to meet the basic requirement of the campus. The teacher racks in the staff room, chair, are added by the support of TU, UGC, local Gov.

#### **2.2.2.4 Computer and Internet Access**

Laptops are distributed to the full time non-teaching and teaching staffs, which are 5 in numbers purchased from the support of performance grant of Muni. Teachers have been using laptop computers for teaching and non-teaching staffs have been using laptops for the administrative and accounting tasks. Similarly, there are 2 desktop computers in the campus. Joining internet access and Wi-Fi is available in the Campus.

#### **2.2.2.5 Hostel facility**

PMC have Girls Hostel facility. It provides, the students will get priority, who are far from the campus, obedient regular and from the marginalized community.

#### **2.2.2.6 Sports facilities**

For the sport facility various sport materials and sports are available in the campus. There is a badminton court, cricket pitch, volleyball court within the campus premises. Similarly, there is provision of indoor games like chess, caromboard etc.

#### **2.2.2.7 Road and transportation facilities**

PMC is situated the main road on northern part of hat bazaar. The main road passes through the campus. This road is the line of construction. Road is access in our campus and there are some footpaths, which is Pcc in the campus.

### **2.2.2.8 Library**

The library of the campus is housed in a hall of first floor of the building, which is constructed with the matching fund of campus, UGC and VDC. There are nearly 1000 text books and reference books in the library. The number of books has been increased with the support of UGC, Muni. Besides text books and reference books, magazines and newspapers are also available in the library. The number of books in the library is small to meet the need of the students and teachers. The campus has been continuously trying to add new books in the library through different sources.

### **2.2.2.9 Drinking water**

The provision of drinking water facility has been made inside the campus premises. A storage tank has been constructed for this purpose. Drinking water is supplied to the blocks of the campus by storing in the plastic tank through water taps.

### **2.2.2.10 Toilet Facilities**

The campus has provision of toilets inside the campus premises. Toilets are as follows:

S.N.	Toilets	Ns	Remarks
1	Toilet	2	Staff
2	Toilets	4	Common
3	Toilet	6	Toilet Attached with the Building
4	Toilets	2	Boys and Girls



### **2.2.2.11 Computer Lab**

The campus has plan to setup a computer lab recently in near future. The RMC has been established in the campus, the plan is to establish the cell with the computer lab, which is useful for the virtual learning not only for the teachers but also for the students.

### **2.2.2.12 The Surrounding and Garden**

At the campus owned 5-7-01-03 Ropanies of land. The surrounding is fenced which was done with the support of matching fund of campus. There is the sufficient spot to make garden inside the campus, planning is going on to make garden.

## **2.3 Academic Program and Management**

### **2.3.1 Academic Program**

Academic Program of two faculties are running in PMC with affiliation from TU. In education and management faculties classes are running together. Campus is planning to establish in near future M.ED and M.A. Similarly, it has plan to run new technical streams in recent years. The recent streams available in the campus are as:

S.N.	Level	Streams	Subjects
1	Bachelor	Education	English, Economics, Nepali and Population
		Management	Accountancy, Finance, Marketing

### 2.3.2 Students enrollment and composition

In academic year 2079/2080BS total of 412 students are enrolled in different program of as shown in the given table. Out of the total students 66.26% are girls and 33.73% are boys.

Level	Faculty	First Year		Second Year		Third Year		Fourth year		Total	
		Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys
Bachelor	Education	66	31	62	37	49	20	47	31	224	119
	Management	22	4	15	10	8	5	4	1	49	20
Total		88	35	77	47	57	25	51	32	273	139

### 2.3.3 Teaching Learning Management and Practices

On the overall, lecture method is the most commonly used for teaching in the campus but the applying technique is changed. All teachers obtained laptop, computers to make the lecture method more effective, which are applicable in the classroom. Other methods like group discussion, presentation, project work, assignment are also used as per the requirement of the course. The method of instruction is Nepali as well as English.

### **2.3.4 Use of Teaching Material**

The campus has been using some teaching materials as per the need of the course. Educational materials are used in subjects like population etc. in B.ed program. The campus has the provision of laptop, computer, power point, projector and photocopy machine, which can be used for educational purpose.

### **2.3.5 Examination System and Results**

Annual Examinations in the campus are conducted by controller of examination according to TU rules. Internal assessment, field work, project work and teaching practices are conducted as per the rule of the respective Dean's office. Similarly, class test, monthly tests are conducted by the subject teacher.

## **Graduated (pass out) Student in the last Academic year 2078/2079**

<b>Level</b>	<b>Streams</b>	<b>Graduate Students</b>			
			<b>GIRLS</b>	<b>EDJ/dalits</b>	<b>TOTAL</b>
Bachelor	Education		8	2	10
	Management		3	1	4

Source:EMIS,PMC2079

### **2.4 Human Resource Management**

There are altogether 11 teaching and 6 administrative staffs in the campus. among them 11 are lecturer and 6 are administrative staffs. Among the teachers,6 are full time and 5 are part time.

### **2.5 Institutional Management**

The campus is a community based educational institution. The governing body of the campus is Management Committee, which includes among others the representative of TU Purchoundi Municipality, campus teachers representative and Free students union. The campus chief is the member secretary.

To support the administrative and academic activities of the campus, teaching practice committee, Library development committee, Extra-Curricular Committee and Accounts Committee have been formed.

Similarly, UGC Cell, RMC, IQAAC, and other respective departments, subjective Committee and cells are available in the campus.

### **2.5.1 Other Unions in the Campus**

Free students Union and Nepal Public Campus Teachers Association, PMC Unit have been formed in the campus. Teachers Union and students Union have been playing important role in the development of the campus. Former students have been stepped to set Alumni in the campus.

## **2.6 Economic and financial management**

### **2.6.1 Annual Budget of the campus**

The last year (actual) income, expenditure and the estimated budget of this year is as below:

<b>Fiscal years</b>	<b>Income</b>	<b>Expenditure</b>		<b>Balance (Surplus or deficit)</b>
		Regular (Recurrent)	Development	
Last F.Y 2078/079 (Actual)	6911944	6911944		
Current F.Y.2079/ 080(Estimated)	35591200	18674372	15050000	

Source: EMIS,PMC 2079

## 2.6.2 Actual Financial Status of Campus in the Last F.Y:2078/079

Source of Income	Amount(Rs.)	Total Expenditures			
		Operating costs	Amount (Rs.)	Capital Expenditure	Amount (Rs.)
a)Student Revenue/Fees(Admission, Exam Fee,monthly fees, Library,identity,sport,FSU, Certificate,Centrefee,admn Application,reg fee,practice teaching)	4062720	a)salary	4554693	a)Building Construction	
b) UGC Grants (regular)	1415000	b)telephoe, internet, electricity	47560	b) Equipments	
c) grants from University		c) Maintence	13400	c)furniture	
d) from other sources:	7550 13707 3118	d) scholarship	40000		
		e) Dharauti, Audit		d) Books	
		f) others	<b>202000</b>		
		TA DA	<b>146600</b>		
		Exam.....	<b>8086</b>		
		....	<b>15000</b>		
		.....	<b>44250</b>		
		.....	<b>4000</b>		
Grand Total	5502095		5475589		

### **2.6.3 Documentation, Research and Publication**

The campus has a system of documentation of the campus records. However, the documentation practice currently in use, needs to be upgraded and modernized through the computerization of the office procedures. Research activities are very limited in the campus. Some teachers are involved in research currently. the RMC is establish and in recent future RMC is going to publish a research journal. The manual for practice teaching has been published by the department of practice teaching. Besides PMC publishes an annual journal PURCHOUNDI DARPAN, calendar, prospectus. A report of campus activities and audit report is also made public through this publication. Similarly the annual report of the campus is published annually.

### **2.6.4 Extra-Curricular activities**

Besides the regular academic activities, different extra-curricular activities are held in the campus for a regular basis. The extra-curricular activities are as below:

- (I) Games like volleyball, footballand cricket pitch.
- (II) Publication of campus journal.
- (III) Publication of teaching practice manual, calendar and prospectus.
- (Iv) Poetry, essay and quiz contests.
- (v) Cultural program.
- (vI) Educational tour, tree plantation.
- (vII) participation of local sports competitions.
- (vIII) Different activates done by the free students Union.

- (Ix) indoor games like chess, carom board and
- (x) Teachers are given opportunity for research etc.

### **2.6.5 Student welfare and Scholarship**

The campus provides Scholarship to meritorious and deserving students. On the overall, 20percent of the students are given Scholarship annually. There is the separate budget for scholarship distribution created with fund of UGC and campus source.

### **2.6.6 Per student Cost**

The total annual expenditure operating budget is RS: 5475589 including salary, and excluding salary the operation budget. 24817/87 is the per students cost including salary and 10439/16 excluding salary of teaching staff and non-teaching staffs.

### **2.6.7 Financial System**

The financial transactions of the campus are maintained according to Double Entry System. Campus accounts are audited by a registered auditor annually. The daily bank deposit system has been conducted in the campus.



## **Section :3**

### **SWOT ANALYSIS of Institution**

AS from the suggestion, discussion, observation, experience of lecturer, campus administration, guardians, campus management committee, other stake holders. The following strengths, weakness, opportunities are identified:

#### **3.1 Strengths**

- Campus owns 5-7-01-03 Ropnies of land in the centre of Purchoundi Muncipality.
- Regular support from local bodies and UGC.
- Commitment of the political parties and social workers.
- Full time subject teachers.
- Significant number of girl students (mor than 75%)
- Satisfactory pass percentage.
- Only campus of Bed level in Purchoundi Muncipality.
- Qualified and committed teachers.
- Encouragement to student belonging to disadvantaged groups.
- Scholarship to 20 percent students.
- Support from the natives.
- Teachers have keen interest on technology and research.

#### **3.2 Weaknesses or Gaps**

- The land has not been properly Utilized
- Lack of the efforts for the capacity development of the teachers.
- Due to the financial toughness campus has to face the lacking of Addition of new streams.

- Lack of sufficient subject teachers and administrative staffs.
- Lack of sufficient physical facilities
- Campus has not been financially self reliant.
- Lack of regular coordination and communication between the campus and the community
- Inability of the campus to implement program for physical and mental capacity development of the students.

### **3.3 Opportunities**

- Sufficient land owned by the campus that can be used for physical infrastructure development.
- Campus has been successful in gaining co-operation and support for the government, local bodies, donors and the community.
- Efficiency of the teachers can be Utilized for quality improvement of the campus
- Possibility of extension of the physical facilities and possibility of new streams like MA, Med.
- Due to affordable fees and quality education, possibility of increasing the students belonging to marginalized community.
- Selection of campus under LOI /QAA<sup>1st</sup> PRT UGC.
- Possibility of starting PG classes in different subject.

### **3.4 Threats/Challenges**

- Proper Utilization of the land bought by the campus.
- Increasing number of new campus in the district has resulted in decreasing financial support to the campus by the local bodies.
- Meet the performance indicators of UGC to qualify for performance grant in NERP
- Professional competency development of the teachers.

- To mobilize the resource of campus.
- To add technical and vocational streams.
- Frequent discontent from the students about the lack of extracurricular activities.

## **Section :4**

### **STRATEGIC PLAN**

#### **4.1 Vision**

Purchoundi Multiple Campus strives to become a quality higher educational institution dedicated to fulfill the local need and produce competent human resource for the country by mobilizing internal and external resources through community participation. As an Academic institution we are committed to all round development of the students and aspire to evolve PMC in to a model campus of far western region.

#### **4.2 MISSION**

- Purchoundi Multiple campus was established solely for the purpose of providing educational opportunities to the people. Therefore the mission of campus is to provide educational opportunities by offering Bachelors level program in different disciplines.
- Its mission is to have enhanced career with its competent, Multi-faculty, technical and general programs coupled with research activities.
- The campus aspires to be a model institution of higher education through physical infra structure development, human resource development, quality improvement and program extension to fulfill the educational need of Purchoundi Baitadi. The campus will always be effortful towards for increasing access of higher education to student belonging to marginalizes groups and women.
- AS a community owned not-for-profit organization PMC is commit to develop partnership with governmental agencies, local bodies, business and donors.

### **4.3 STRATEGIC GOALS**

The following are the sector specific strategic goals identified by the stake holders at the planning workshop:

1. Physical infrastructure development
2. Quality improvement and program extension
3. Extra-curricular activities and student welfare
4. Organizational capacity development
5. Economic and financial management
6. Community involvement

### **4.4 GUIDING PRINCIPLES**

The following guiding principles have been considered while formulating the strategic plan of PMC:

1. Development human resource according to the need of the country.
2. To introduce new subjects and new program in campus, as the need of the community.
3. Create conducive Academic environment.
4. Professional competency development of the teachers and staffs.
5. Use of internal and external resource for the development of the campus.
6. To provide quality education at affordable fees.
7. The campus will give preference to those who are underprivileged and socially excluded to develop their ability through education.
8. As community owned institution, the campus will maintain close relation with the government agencies, local bodies and the community.

9. Provide educational opportunities to the students belonging to marginalized groups like Dalits, Janajaties, freed halia and women.

#### **4.5 CORE VALUES and NORMS**

- Excellence
- Life-long learning
- Diversity and respect
- Sustainability
- Transparency
- Collaboration, service and community involvement

#### **4.6 COMMITMENT**

The values/commitments of PMC are as follows:

1. we are committed to all round development of the students through quality education.
2. AS a not for profit, social institution, we are committed toward serving the community and we are accountable to the community for our performance.
3. WE are committed in transparency and good governance.
4. We have the commitment on participatory process in all major decisions of the PMC which will be taken with consultation of the stake holders.
5. The campus commits itself to provide educational opportunities for all without any base towards caste, creed, religion, ideology, ethnicity or gender.
6. PMC is committed to impart the sense of national unity among students.
7. We strive to the preserve the rich culture and tradition of far-western region.

#### **4.7 Limitations of the campus**

The following are some limitations taken into consideration while formulating the campus strategic plan :

1. The plan reflects the present and future need of the Baitadi district as perceived by the campus management Committee and other stakeholders it is obvious that their expectations tend to be high while formulation the plan a balance has been maintained between the aspirations of the community and the capacity of the campus to raise matching fund .
2. The campus has been receiving support from individual donors, local bodies.
3. The strategic plan is basically prepared in view of the second higher education reform project's performance grant and matching fund support.
4. Regular activities of the campus are not included in the plan.
5. It is assumed that the campus will be able to raise the matching fond locally.
6. The strategic plan cover a five year period from 2022 to 2027

#### **4.8 Implementation of plan**

The campus management committee will ensure the effective implementation of the strategic plan to achieve the goals envisioned. On the basic of the overall plan, the campus will formulate annual implementation plan at the beginning of each fiscal year. The participation of the stake holders will be ensured in each phase of the plan implementation. The campus management committee will from several sub comittes to look after the sector plans.

The following committes be formed to support the overall plan implementation.

1. Construction committee
2. Research committee
3. Extra-curricular and student welfare committee.
4. Library committee

#### **4.9 Overall strategies**

To realize the goals of strategic plan, the campus will adopt the following overall strategies:

- Development of PMC into a model campus of Purchoundi Baitadi.
- physical facility and human resource development for quality education.
- Sustained efforts toward cooperation and coordination with government, UGC, political parties, community, local bodies, business community and non-governmental organizations.
- Use of information technology in teaching learning process and office administration.
- Focus on individual capacity development of student through academic and extracurricular activities.
- Support to student belonging to marginalized communities and girl students.

#### **4.10 Strategy areas and priorities**

1. Infrastructural development
2. Quality improvement
3. Extra-curricular activities and student welfare
4. Organizational management
5. Economic and financial management
6. Community involvement



## **4.11 Strategy areas in detail**

### **4.11.1 Strategy area 1: Infrastructure development**

PMC was initiated in 2065 with its land of 5-7-01-03 bought by the natives. It has 3 Buildings with 37 room. PMC has separate teaching rooms, hall, library room, office rooms. It needs other rooms and buildings.

#### **Objective:**

Physical facility development to fulfill the present and future needs of the campus.

#### **Strategies:**

- Add class room space and educational materials
- Addition of new physical facilities for Library ports and other extra-curricular activities.
- Repair, renovation and maintenance of existing physical facilities
- Resource mobilization from local bodies and donors

The required infrastructural development activities of PMC of next five years are given in details in the following table:

S.N	Activities	Details/Targets	Lead role	Approach	Risk/obstacles	Justification
1	Construction work	<p>Library and ICT Building</p> <p>Boys Hostel</p> <p>Staff residence</p> <p>exam hall</p>	<p>CMC Construction Sub committee</p> <p>CMC DDC Construction Sub committee</p> <p>CMC</p>	<p>Building proposal and sub mission to UGC and Donor agencies with construction of PMC</p> <p>Proposal has been already submitted to Indian embassy and following up activities Step by step</p> <p>Construction proposal and submission to the donor agencies and UGC with the contribution of PMC</p>	<p>-political instability</p> <p>-government has no policy to support community college.</p> <p>- communication gap</p>	<p>Sufficient spot to construct,students are from remote areas</p> <p>Needed to save annual expenditure that the campus has been providing facility to the teachers as rent sufficient spot for the construction of staff residence.</p> <p>There is not any seminar hall in the purchoundi ,due to lack of various aspects</p>
		<p>Construction of canteen</p> <p>Construction of playground</p>	CMC construction Sub committee	Construction proposal submission to donors and UGC with the PMC		<p>Needed of the staffs and student</p> <p>Providing facilities for staff and students</p>

2	Procurement Of Goods and services	Purchases of computers Laptop,multi-media,printer,sound System,LCD monitor,Photocopies Text book,Ref.Book	Campus administration and subcommittee	Technical specification, Cost estimation and procurement		A RMC is already established and setting up virtually is required.
3	Landscape development	Construction and development of garden in campus premise.  Plantation	Campus administration and subcommittee	Technical specification, Cost estimation and development		The need to address aesthetic requirement in campus premise

#### **4.11.2 Strategy Area 2: Quality Improvement and Program Extension**

##### **Objective:**

- Professional competency development of the teachers to meet the requirement of higher education.
- Program extension as per the need of the community and sustained efforts toward improving quality.

##### **Strategies:**

1. Provide opportunities for higher studies
2. Enhance the research and supervision skill of the Teacher
3. Provide opportunity to the teachers to attend refresher courses, training and workshops.
4. Organize training, seminars and workshops for teachers and students
5. Increase access to the quality reference materials and internet
6. Use of information technology for academic purpose
7. Emphasis on regularity of classis and course completion on time

8. Student focused teaching methods

9. To add new program to meet the local need

The required quality improvement and program extension of PMC of next five years are given details in the table below:

S.N	Activities	Details/Targets	Lead Role	Approach	Risk/Obstacles	Justification
1.	Human resource development	<p>5 faculty members will have M.phil Degree by 2027.</p> <p>5 faculty members will be up graded as the upper position by 2027bs</p> <p>Training,workshop and professional development activities of teaching and non-teaching staffs</p> <p>Research methodology training for teachers</p> <p>Report writing and reserch training for teachers</p>	<p>CA&amp;CMC</p> <p>CA&amp;CMC</p> <p>CA&amp;CMC</p> <p>CA&amp;CMC</p> <p>CA&amp;CMC</p>	<p>At least two faculty members will be awarded paid leave including tuition fee every year from respective faculties</p> <p>-At least 5 faculty members will be permanent in the recent year</p> <p>Exposere visit and skill support,participation on workshops.</p> <p>Participation of 2 teachers per year on trainings</p> <p>Participation of 1 teacher per year in training</p>	Limited financial resource	<p>In order to make PMC a leading campus in Baitadi and development of faculty</p> <p>In order to encourage and set the faculty members,who are energetic and devoted not only in the overall development</p> <p>Empower and up date the professional development of faculty and non-teaching staffs</p> <p>Empower teachers on research</p> <p>Teachers capacity to develop on project work</p>
2	Students performance enhancement	<p>Increase pass rate</p> <p>5% students will get merit scholarship</p>	CA&CMC	<p>Internal exam</p> <p>Extra classes for neddy students</p> <p>Continuation of attendance record</p> <p>Career Workshop</p> <p>Exam result and so on</p>		Present pass rateneeds to be improved

3	Program extension	Adding new subjects in Bed level  Addition of new program in campus  Addition of BA faculties and MA/Med Vocational streams	CA&CMC  CA&CMC  CA&CMC  CA&CMC	Health ,math and other subjects will be added .  Social work and technical course will be started BA,MA and Med level courses will be started  Campus will start different streams like agriculture		The students from the +2 will be benefitted different subjects  The students will get chance to admit in masters
---	-------------------	---	--	--	--	--

### 4.11.3 Strategy area 3: Extra-curricular activities and student welfare

#### Objectives:

For the physical and mental development of the students, besides the regular studies, extra-curricular activities to be made integral part of campus academic calendar.

#### Strategies:

- Organize sport and other events regularly
- Increase girls participation in sports and other activities
- Develop basic infrastructure for indoor and outdoor extra-curricular activities
- Organize program to develop cultural, sports and literary ability of the students

S.N	Activities	Details/Targets	Lead Roole	Approach	Risk/Obstacles	Justification
1.	Publication	. Campus souvenir  . Campus bulletin,calendar,report and others . Publication of manual/journal	CA  CA  CA&department of pratic teaching &RMC	Campus annual journal PURCHOUNDI DARPAN will be Published Campus will continue the informational publication.  Teachers will do research collected in the resource journals&there will be publication of practice teaching manual		Students,Teachers and others get chance to lead out their own creation. Public can get the information about the campus  The research havit improvement
2.	Extra-curricular activities	-Annual function  Sports  Tour /visit  Welcome/wishing/farewell Program	CMC&CA  CMC&CA  CMC&CA  CA	Annual function will be observed with the high attendance of stake holders Students will participated in different leval Educational toor for the students Welcome for new comers	Fixed Fund	Wishes sharing,campus programs held   Different capacity development Of the students Motivation,cultural trend and sharing of ideas between student and teachers
3	Fee Waivers	Scholarship	CA	20% of total students will be supported by providing fee waivers		Poor students will get support for their graduate studies in the campus. Labirous students

#### 4.11.4 Strategy Area 4: Organization Management

S.N.	Activities	Details/Targets	Lead Role	Approach	Risk/Obstacles	Justification
1	Administrative Reforms	Reform of accounting Administration and library system  Performance dev.of campus Administrative/staff	CA	-Computerization Of office system working -efficiency of staff Increased -Training related with computer, accounting,record keeping - Library management and -examination Management -Practical exam Management -Soft ware installation in the library and administration as well as accounting	Fixd fund	The administration accounting and library system will be more virtual with the soft ware

2.	meeting	Annual review meeting	CMC&CA	The annual review meeting will be conducted at the end of the academic year in which the progress report will be discussed There will be the discussion on the monthly process and plan		Guardians and other stake holders get the information about the progress and the real context and provide valuable suggestions,feedbacks are received
		Monthly meeting	CMC&CA			Regular activities supervised and monitored

#### 4.11.5 Strategy Area 5: Economic and Financial Management

##### Objective:

Effective utilization of financial resources and expend resource base of the campus.

##### Strategies:

Explore additional sources of finance.

S.N	Activities	Details/Targets	Lead Role	Approach	Risk/Obstacles	Justification
1	Resource generate from local bodies and stakeholders Student alumni	Initiation for raising additional resource from local bodies and other stake holders  functional students alumni	CMC	The plan will be submitted to the donors		Donors have supported up to now and again the request is from the CMC
2	Generate resource by giving campus facilities on rent	Formulation of plan to utilize the resources like hall	CA	The scheme will be done for renting the hall	Lacking of monitoring system	Utilization of hall

#### 4.11.6 Strategy area 6: community involvement

PMC is a community based campus its programs and activities always have the aim of fulfilling the needs of the society.

##### **Objective:**

To improve Campus community relationship.

##### **Strategies:**

1. Students and teachers participation on social activities in and outside of the campus.
2. From campus alumni association.

S.N	Activities	Details/Targets	LEAD Role	Approach	Risks/Obstacles	Justification
1.	Conduct voluntary activities in community	Provide relief activities Cleanliness etc	CA	Relation development with various social work Students participation in local festivals as volunteers Rehabilitation programme Cleanliness compaign	Dfficulty in coordination	Students and teachers participation on social activities in and outside of the campus
2.	To support feeder schools	Providing teaching learning Materials to feeder schools	Practice teaching section	Selection of schools	Difficulties in cost managenment	Building up relationship betweenPMC& its feeder school
3	Functional of campus alumni association	-campus ex-students are organized -provide support to the campus		No. of ex-students joining the alumni association		From campus alumni association

#### 4.12 Action plan

In order to realize the overall vision and mission of PMC through phase wise implementation of strategic development area identified, the following action plan covering period of five years (2022/2027) has been adopted.



### 4.12.1(I) Physical Infrastructure development

S.N	Activities	Details/ Targets	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
		Library and ICT Building		3000	3000	3000	3000	12000		6000	IE/GOs	CMC
1	Construction work	Boys hostel		3000	3000	3000	3000	12000		6000	IE/GOs	CMC
		Staff residence		2700	2700	2700	2700	10800	5400	5400	UGC/GOs	CMC
		Exam hall			2000	2000	2000	6000	3000	3000	UGC/GOs	CMC
		Canteen construction		1000	1000	1000		3000	1500	1500	UGC/GOs?NGO	CMC
		Construction Of play ground		200	200	200		600	300	300	UGC/Mun	CMC

### 4.12.1(II) Physical Infrastructure development

S.N	Activities	Details/ Targets	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
1.	Procurement Of goods and services	Purchases of Computers, Laptop Multi-media,Printer, Soundsystem, LCD,Monitor, Photocopies		250	250	250		750	375	375	UGC/GOs/NOs	CMC
		Purchasing Furniture for lab,cell and departments	200	200	200			600	300	300	IE/GOs/UGC	CMC
2.	Land scape development	Construction Of campus garden	100	100	100	100		400	200	200	UGC/GOs	CMC

		plantation		40	40	40		120	60	60	UGC/GOs?NGO	CMC
Grand total			300	590	590	390		1870	935	935	UGC/Mun	CMC

#### 4.12.2: Strategy Area 2: quality Improvement and Program Extension

S.N	Activities	Details/ Targets	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
1.	Human resource development	Support for study to campus teachers,M.Phil. (4 teachers)		250	250	250		750	375	375	UGC	CMC
		Up grading as 5 faculty members	300					300	150	150	UGC	CMC& CA
		Training work shop and professional development	100	100	100	100	100	500	250	250	UGC/GOs	CMC&CA
		Reserch Methodology training for teachers	40	40	40	40	40	200	100	100	UGC	CA& RMC
		Supervision training for teachers	10	10	10	10	10	50	25	25	UGC	CA&RMC
		Mini research	50	50	50	60	60	270	135	135	UGC	CMC & RMC
2.	Students performance		100	100	100	120	120	540	270	270	UGC	CA

3	Incorporation of technology	Internet and e-resources,equipments	50	100	50	100	100	400	200	200	UGC	CA
4.	Program	Addition of	helt	math				1000	500	500	TU	CA & CMC
5.	Extension	MA/Med	500	500							GC	CMC
		Addition of new programme				1000	1000	2000	1000	1000	UGC	CA & CMC
		Addition of BA	300	300	300			900	450	450	UGC	CA & CMC
		Vocational streams				1000	1000	2000	1000	1000	UGC	CA & CMC
Grand Total			1450	1450	900	2680	2430	8910	4455	4455		

### 4.12.3 Strategic Area 3: Extra-curricular Activities and Student welfare

S.N	Activities	Details/ Targets	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
1.	Publication	Campus souvenir Purchoundi Darpan	70	80	80	90	90	410	205	205	UGC	CA
		Campus bulletin, calendar, report and others	40	50	50	60	60	260	130	130	UGC	CA
		Publication of mannual	50				50	100	50	50	UGC/GOs	CA
		Publication of research journal	60		70		70	180	90	90	UGC	CA& RMC
2.	Extra- curricular activities	Annual function	100	100	100	120	120	540	270	270	UGC	CA
		Sports	50	50	60	60	60	280	140	140	UGC	CA

		Educational Tour	100	100	120	120	130	570	285	285	UGC	CA
		Welcome,wishing ,farewell	10	20	20	20	20	90	45	45	UGC	CA
3.	Scholarship		5% of students will be provided scholarship								UGC	CA
Grand Total			480	400	500	470	600	2430	1215	1215		

#### 4.12.4 Strategic Area 4: organizational management

S.N	Activities	Details/ Targets	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
1.	Administrative reforms	Computerization of office system working	200	200	100			500	250	250	UGC	CMC
		Skill development of staffs and better examination management	200	200	100			500	250	250	UGC	CA
		Library and training	50	40	30	20	10	150	75	75	UGC/GOs	CA
2.	Meetings	Annual review meeting	20	20	20	20	20	100	50	50	UGC	CA&RMC
		Regular monthly meeting	20	20	20	20	20	100	50	50	UGC	CA
Grand Total			490	490	270	60	60	1350	675	675		

#### 4.12.5 Strategic Area 5 : Economic and financial management

S.N	Activities	Details/ Targets	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
1.	Resource generate from Local bodies and stake holders	Initiation for raising additional Resource from local bodies and other stake holder									Muni/UGC	
2.	Generate resource by giving campus Facilities on rent	Formulation of plan to Utilize the resources									CA	
3.	Provision of provident fund for campus teachers and other staff	Higher motivation among teachers and staffs	10 percent of the salary is contributed by the campus as provident fund									CMC & CA

#### 4.12.6 Strategic Area 6 : Community involvement

S.N	Activities	Expected out comes	Implementation schedule with estimated yearly cost					Budget(Rs in 000)			Partners	Responsibility
			2022	2023	2024	2025	2026	Total	Internal	External		
1.	Conducting volunteer activities in community	Different events annually and others	20	20	20	20	20	100	50	50	UGC	CA
2.	Supporting feeder stake holders	Providing free classes	60	60	60	60	60	300	150	150	IE/GOs/UGC	CMC/CA
3.	Students Participation In local festivals as volunteers	Better campus image among the community people	10	10	10	10	10	50	25	25	UGC	CMC& CA
4.	Function of campus alumni association	Campuses ex-students are organized to provide support to the campus										ADM
Grand total			70	90	90	90	90	450	225	225		

#### **4.13 Implementation of Strategic Plan**

The campus management committee will ensure the effective implementation of the strategic plan to achieve the goals envisioned. On the basis of the overall plan, the campus will formulate annual implementation plan at the beginning of each fiscal year. The participation of the stakeholders will be ensured in each phase of the plan implementation. The campus management committee will from several sub-committees to look after the sector plans.

The following committees will be formed to support the overall plan implementation.

5. Construction committee
6. Research committee
7. Extra-curricular and student welfare committee.
8. Library committee

#### **4.14 Monitoring and evaluation/supervision**

To ensure the implementation of the plan on time, a monitoring and supervision committee will be formed. The committee will see the work completion on time, assess the quality of the work, the committee will also coordinate between different agencies related with the plan implementation. For this purpose, detailed implementation and monitoring guidelines will be prepared. The guidelines will specify the status of implementation, responsible person and problems seen there. Likewise, forms will be developed for the periodic reporting of the activities. The reports will be sent to the concerned authorities and representative of stakeholders. The feedback received from the monitoring process will be used to ensure timely plan implementation.

#### **4.15 Stakeholders commitments**

The stakeholders, most important the Purchoundi Municipality Baitadi, UGC, TU guardians, donors and civil society organizations, teachers and campus administration. CMC have the commitment to mobilize the resources for the implementation of the campus strategic development plan.