

# **Kathmandu Shiksha Campus: Strategic Plan (2015-2020) for Academic Excellence**

## **Strategic Plan**

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# Executive Summary

## The Approach

Being introduced as First Education Community Campus affiliated to TU, KSC presents this strategic plan in the integrated form for both the higher secondary level and Bachelor to Master level of Education Programs of Faculty of Education of TU. The Campus is in the way of transformation from its current rented building of Padmodaya HSS to its newly constructed building at Satungal, Kathmandu. The academic strengths of the Campus are grounded in practices when all the stakeholders including its students will be transformed into a new building and the programs will be run smoothly. So it is in a path of dilemma whether the new campus premises at Satungal will be effective destinations for students or it creates vacuum in real practices. So the new approach, new thinking, new programs, new students, unique facilities, more scholarship and facilities for the students, attractive remuneration for the faculties and staffs are the demand of time and premises. The campus has considered by balanced approach towards these academic excellence can be achieved and a display a position of distinct in the field of education. The plan reposes Campus-wide goals and actions that crosscut or transcend the boundaries of campus, and administrative units. It suggests that the campus can take even greater advantage of its distributed strengths while also reinforcing those strengths and facilitating the "bottom-up" blossoming of innovation and creativity characteristic of the campus.

Developing a strategic plan with a focus on *KSC as a single entity* is important too. The challenges and opportunities of KSC's changing environment suggest the need for enhanced institutional capacity to act as a unit, that is, to chart strategic directions and mobilize campus around a new directions i.e. new premises. A few examples: The basic remuneration of KSC's faculty, most of them are the university teachers is a major issue for the campus in light of anticipated full time faculty members and working in the campus after their retirements, and this requires an institution-wide response. This challenge also presents an opportunity to us that increase significantly well experienced of the faculty. The growing infrastructure costs of new building, research and scholarship (e.g., libraries, research facilities)

require an institutional response that sets priorities and ensures support is cost-effective. Financial pressures from the cumulative declines in UGC support for the annual grant due to the weak performance in final examinations, low rate of students admission in all levels, lack of the diversity of educational programs, weak physical infrastructure and low academic performances create a need to rethink how the Campus fulfills and revitalizes KSC's unique commitment to public engagement and whether historic structures and practices will be adequate in the future. Institutional, Campus-wide strategies and tactics will help KSC meet such challenges effectively over the next five years and take advantage of opportunities for academic enhancements.

### **Aspiration**

The plan puts forth an overarching aspiration for the Campus: to be widely recognized as a first education community campus in Nepal, and a model Campus for the interweaving of only education programs and fundamental knowledge with practical education and impact on societal problems. Having an overarching aspiration for the institution as a whole is important for the one-campus theme of this plan. The general strategy proposed here for achieving this aspiration is captured by two words: *focus* and *connectivity*. (1) Focus on strong or potentially strong academic programs that are strategically important to the campus and maintain areas of excellence in Education. (2) Build greater connectivity among the schools, and programs around these basic academic areas by developing new integrations, boundary-crossing structures, and productive synergies. Greater connectivity implies that it will be easy for students and faculty to cross campus and program boundaries in pursuit of their academic goals.

This document includes goal areas with associated objectives and actions which define areas of focus for the plan and steps for achievement. Among these, there are priorities that provide direction on where to start.

### **Specific objectives and actions**

This plan develops a series of specific objectives to enhance excellence in following central domains or goal area of the Campus:

- Faculty development for the new premises
- Completion of current building construction works
- Infrastructures development and smooth program conduction
- Education expansions in line with the current need of the people of Chandragiri municipality
- Re-engineering of the research management cell
- Collaboration and team works for the development of the campus
- A wide areas of availability of scholarship and financial aids
- Creativity-recreational facilities for students and staffs
- Review of campus rule and regulation as per current demand and status
- Expansions of outreach services and public engagement in its whole system
- Staff and organizational stewardship development for the premises

### **Strategic priorities and initiatives**

The highest overall priority proposed for the next five years is to *enhance* faculty excellence. Such a priority is timely and important because of the need to anticipate as a full time faculty members. Along with a faculty excellence priority, special emphasis should be given to promoting and recognizing excellence and leadership in research, scholarship, creativity, and graduate education. Improving the quality of research and graduate education is critical for ensuring a place among the public campuses in the Nepal. These emphases can and should be pursued with a parallel focus on enhancing the teaching of undergraduates. Excellence in teaching is an integral component of faculty excellence, and this plan affirms KSC's commitment to have faculty who achieve excellence in both research and teaching. Research and teaching quality should be inextricably bound together at KSC. In the context of these overarching priorities, the plan proposes following strategic initiatives over the next five years.

#### **1. Faculty development in the context of academic priorities and substantial retirements.**

Identify strategically important departments where the age distribution will result in a significant loss of reputation over the next ten years and develop multi-year hiring plans giving priority to recruiting new Ph.Ds and M.Phils.

**2. Create a culture in support of teaching in every department across campus.**

Improve assessments of teaching and enhance the importance of teaching excellence through the allocation of resources to departments, programs, and faculty. Identify good models for promoting a culture in support of teaching and use these as benchmarks to assess and improve teaching in other units.

**3. Develop stronger connections across campuses to enhance educational opportunities for students and the quality and stature of disciplines or fields.**

Develop policies that encourage students to admit in our campus, and devise new mechanisms of coordination and connectivity across academic disciplines or across campuses within a given academic discipline.

**4. Implement strategically focused, cost-effective enhancements to the infrastructure in support of research, scholarship, and creativity.**

This includes in particular the campus libraries, shared research facilities in the education and other social sciences, and administrative support for faculty applying for or managing research grants.

**5. Make significant progress toward a more diverse faculty, student body, and staff in terms of gender and race and ethnicity.**

Establish explicit and ambitious goals, considering appropriate pipelines and the importance of "critical mass"; enhance recruitment and retention processes; and ensure that mechanisms holding units accountable are effective.

**6. Strongly connect outreach and public engagement with KSC's areas of strength in research, scholarship, and education.**

Broadly redefine the outreach mission as public engagement and impact, extend it across campus, and develop approaches appropriate to different academic disciplines or fields; strengthen opportunities for students to "engage the nation " as part of their academic work.

### **Assessment**

The plan develops a framework for assessing progress that emphasizes the importance of (a) multiple measures for a given objective or priority, (b) combining quantitative metrics and qualitative indicators, and (c) minimizing the staff time devoted to such measurements. This plan specifies a core set of metrics for assessing institutional progress toward key priorities.

The strategic plan will serve as a guide for allocation of the KSC's resources. It will allow the KSC to plan its all level activities more efficiently, i.e., the time spent on fee producing work, practice development and image enhancement, management of administrative and substantive activities, recruiting, etc. The strategic plan will also enable attorneys to appraise the results of their efforts. The strategic planning process is usually undertaken in the following four phases: (1) Self-assessment, (2) Analysis of data base, (3) Draft objectives for presentation to stakeholders, and (4) Implementation of the plan.

### **Phase 1: Self-Assessment**

This phase involves the managing partner, campus management committee or strategic planning committee to survey all or a representative number of stakeholders through personal interviews, questionnaires or a combination of both to obtain their perceptions about internal and external trends that will have an effect on the firm. Examples of issues that are usually addressed during the self-assessment follow:

The philosophy, objectives and plans currently guiding the campus

The KSC's culture

- Effectiveness of campus governance, organization and administration
- How effectively the campus's growth has been managed
- Areas of practice management, i.e., does the campus deliver legal services in a quality, timely and profitable manner although it is the non-profitable organization?
- Campus resources and capabilities, i.e., strengths and weaknesses, as related to resources, reputation, services and legal market position.
- A forecast of the political, social and economic forces of change that will affect the campus and its system.

### **Phase 2: Analysis of Data Base**

This phase of the process involves analyzing the data base to highlight those key internal and external factors affecting the campus. Planners should be especially interested in obtaining partners' perceptions about the following:

- Campus Strengths

- Campuses Weaknesses
- Competitive Advantages
- Competitive Disadvantages
- Number of full time faculties - both teaching and non-teaching staffs with their age
- Administrative personnel

Many campuses have retained educational consultants to assist in the strategic planning process. Experienced consultants can expedite the strategic planning process. Being familiar with faculty dynamics and the economics of campus, consultants can analyze and interpret financial and management information and CMC' responses. They can recommend alternative approaches for achieving campus objectives. Further, CMC Members are usually willing to discuss their perceptions about the campus and respond to consultant's questions more readily than to similar questions asked by other CMC members.

### **Phase 3: Draft objectives for presentation to CMC**

This phase includes drafting objectives for presentation to the CMC meetings in each of the areas studied. The following is an abbreviated presentation of marketing plan objectives and strategies prepared for KSC.

Illustrative Marketing Plan Objectives:

- To serve well, efficiently, economically, and fully the Campus existing board ie CMC (This objective, properly carried out, is probably the most important).
- Growth - Does the campus wish to grow? An objective of most marketing plans is to increase the number of quality served by the campus in targeted areas.
- To identify and market whatever strengths or unique services may have to offer including, for example: The campus's ability to handle complex and multi-dimensional problems  
To increase the campus's exposure in the marketplace.

### **Marketing Strategies**

- To implement a marketing plan
- To analyze the market or markets where the campus practices

- To identify substantive areas of practice where the campus is weak or understaffed and act to correct the situation
  - To determine which of the campus's strengths should be brought to the attention of existing and prospective students in the markets where the campus practices
  - To identify a specific number of prospective new students and assigning responsibility to specific faculty to deal with the prospects, directly or indirectly
- (a) Whether the student is satisfied with the firm's representation
  - (b) How the campus might improve from the student's perspective
  - (c) What other services might be performed (In this regard, some campuses have developed student evaluation questionnaires).
- To analyze the mailing list for campus announcements and determine whether it should be expanded or modified
  - To identify a specified number of potential referral sources and inform them about the campus
  - To publish informational memoranda and pamphlets on new areas
  - Longer term strategies for accomplishments over three, four or five years
  - Periodic reviews of the effectiveness of the marketing plan should be scheduled and the plan should be revised in light of experience

#### **Phase 4: Implementation of the Plan**

The payoff for strategic planning is in the implementation of the plan. This is frequently the most difficult part of the strategic planning process. It is recommended that the plan be implemented through the campus's existing organizational structure, i.e., the managing partner, the strategic planning committee, heads of substantive practice areas and branch offices as required. Individual partners should be assigned responsibility and held accountable for the satisfactory implementation of each phase of the plan in accordance with an agreed upon timetable. Partners responsible for the implementation phase should report to the managing committee, strategic planning committee or other group designated to oversee the planning process. Problems and/or progress should be reviewed and assessments made to determine the most

appropriate strategies to be followed. Status reports should be provided to the other stakeholders on progress and/or problems in each phase of the plan in order to keep them apprised about the planning activities. The implementation must be monitored to assess how effectively the plan is being implemented and corrective action must be taken as required.

# Introduction

## Background

Kathmandu Shiksha Campus (KSC) Strategic Plan (2015-020) reaffirms commitment to achieving excellence as a first Community Education Campus in Nepal, affiliated to Faculty of Education, Tribhuvan University that makes innovative contributions in teaching learning, and research works. The campus is formally inaugurated in 1991AD( Baishakh, 15 2048).The campus is primarily an institution of higher learning devoted to teaching learning and research, focusing on the education program. The very objectives of this campus are to help for the national integration, social justices and the democratic way of life to bring changes in the society. The campus draws students from every knock and corner of the country and from every group and stratum of society, ensuring representation of underprivileged and weaker sections of the society. The priorities expressed in this plan demonstrate its ongoing commitment to work for the minority, disadvantage group of the society and to transform its current status into a multiple and technical vocational Campus. The Campus administration should be developed to respond effectively to the opportunities presented in a dynamic and diverse domestic and global environment. We have prepared this Strategic Plan with the consultation to our faculties, students, non-teaching staffs and the other stakeholders of the campus. Therefore, the process of preparing this plan is time taking and the commitments expressed here are to its mission and core values. This plan introduces the terms *learning, service, and infrastructure development* to articulate an updated understanding of the Campus. An important component of this plan is the commitment to link strategic goals to financial planning and outcomes in order to increase its accountability to a variety of important stakeholders.

## KSC objectives

The general objectives of KSC have been expanded to the educational program in line with the need of the people of the western part of Kathmandu valley. For this the specific objectives are as follows:

- develop KSC a center of Technical & Vocational Centre

- develop as a center of child learning and early graders
- expand the current educational programs like Masters in different others subjects having an affiliation from other rather than the Education
- take affiliation programs in Bachelors level in some new and emerging subjects like BBA/BHM/BIT/BCA/BSCIT and others
- conduct the programs of CTEVT as diploma in Civil engineering, and others
- conduct the higher secondary education effectively and smoothly
- expand international relation the affiliation of conducting the MPhil and PhD programs

Kathmandu Shiksha Campus continues to experience significant change in terms of technology, pedagogy, student needs, and community employment needs and expectations. A campus-wide planning process enables KSC to better respond to changing external and internal needs. In order to be a first Community Campus, its quality must imbue every process, every system, every classroom, and every service provided by KSC. This philosophy will result in the highest standards of teaching, learning and research; unmatched customer service to students, and to each other; greater creativity and innovation; and an institution-wide climate of excellence. The Kathmandu Shiksha Campus planning process is based on its vision, mission and goals and its purposes statement and continues to evolve and be reviewed and refined. The following three objectives, however, remain constant:

- To develop a participatory, consensus-based planning process that involves the internal and external campus community,
- To integrate the vision, mission and goals strategies of the campus's strategic plan into budget and operational planning,
- To develop the capacity to identify, collect, and interpret significant information about important influences on the campus's future.

## **KSC Strategic Planning**

The strategies plan in KSC (2015-2000) will enable the Campus to address and achieve these objectives. The result is a consensus-driven, integrated, and efficient planning process. The KSC Planning Committee sincerely thanks the many community and Campus members who provided their input for finalization of the plan. This plan reflects a deepening awareness not only of how much KSC has accomplished since its establishment in 1991, but also of the many opportunities that lie ahead. This plan builds on these accomplishments by focusing on continuously improving the quality of teaching, learning and research and the services that support them. Strategic planning is the process of making plan that an organization makes after analyzing its internal and external environments to fully seize the opportunities and remaining competitive. It involves a number of key decisions. The process results in the production of a strategic plan. The key components of 'strategic planning are vision, mission, values, strategies and objectives.

To be of legitimate use in strategic planning, performance indicators must be clearly defined, measurable, have an identifiable and consistent method of measuring over time, and must clearly articulate and connect to a specific goal that the Campus wishes to achieve or a direction it wishes to head. Each performance indicator should have an associated benchmark. Benchmarking is the process is used in strategic management by which Campus evaluate various aspects of their processes/performance in relation to others, usually within a peer group defined for the purposes of comparison. This then allows the Campus to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance. To meet the above objective the Campus has:

- Accreditation
- Administration
- Develop KSC as a Board of Trustee or as a KSC Foundation
- Campus Hours and Timings
- Financial information to the people concerned
- KSC Clear Sustainability Plans and programs
- Diploma in Civil Engineering or other vocational programs affiliated to CTEVT
- Bachelor in computer application(BCA) and other relevant program in the affiliation with TU
- Has mobilized the community for financing community support and infrastructure development
- Has assigned a faculty member for collaboration with the other universities/ colleges for post graduate programs.

## **KSC VISION 2020**

KSC's core values will guide the direction of the campus and the decisions made on a daily basis and it is well known that the mission of KSC is to engage the community in learning. The faculty and staff are engaged with and supportive of our students, recognizing that learning happens in different places, at different paces, and in different ways as the teaching and learning process is equal parts. Our students are supported by a carefully constructed 25years of experience that connects academic and student services. KSC students, no matter where they are in the nation, will have access to these same support services, including library resources, and tutoring, financial aid for further studies in the campus, and mentoring. Individuals who are not yet ready for campus-level learning and who have minimal career opportunities will be supported by a training continuum in which they can access adult education, short-term skills training, job-readiness skills, life-skills training, and connections to employers( In Service Teachers education/Training) . In education sector, in Nepal all are familiar with the KSC as a Center for Excellence forever in Teaching ,Learning and research because it is the place where professional development occurs; instructional skills workshops, seminars, and courses that effectively address the professional needs of faculty and staff are delivered regularly and open to all. Our desire to sustain and grow KSC's reputation as a first Community Campus, learning institution continues to support ongoing professional development of both faculty and staff. Continuing our service as a key resource to our district in terms of economic and workforce development, we understand the pressures facing businesses and industry.

We understand our role in supporting organizations that need skilled teachers that move quickly into jobs and advanced education. Kathmandu Shiksha Campus remains the first, best option to provide employees with opportunities to attain certifications that meet quality standards.

Nearly every aspect of the Campus is reviewed and evaluated in order to streamline procedures and to be more responsive to emerging needs. As the call for accountability at state levels grows, our staff and faculty continue to embrace the philosophy of using data aggressively and sharing it. Programs and services will remain agile and innovative based on the needs and demographics of our community. As demand for technology-assisted instruction increases, KSC will remain a leader in making learning available at any time and in anyplace regarding the development of higher education in the country. Diversity and inclusiveness will permeate KSC's learning culture, our hiring practices, pedagogy, programs and services, and policies. KSC will continue to be a convener and a safe, common ground for solving our community's most challenging problems and embrace our role by fostering a more sustainable campus through management of our physical resources, curricular development, and in outreach to the community. Derived from a desire to better serve our communities and students and to improve the Campus's financial stability, KSC will continue to assess long-range fiscal health. It is common practice to look beyond conventional sources of income and partners as well as conventional instructional methods and program structure. We seek to adapt to change and to streamline our processes. We will demonstrate the highest return for donors interested in providing a stable, reliable funding source that enhances development, promotes economic growth, and affords access to higher education for weaker family income students in western part of Kathmandu.

Finally, our reputation as a first Community Campus will be based on our commitment to support and care about each other, to grow together professionally, and to provide the best possible educational experience for our students.

Vision is the number of decisions of what will be the KSC in the future, whom it will serve, what technology it will adopt, and what it will serve. The ultimate vision of

KSC is to develop the campus as a Deemed Education University in Nepal. A vision statement is a declaration of future picture about where the organization is headed. It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration. The creation of the vision statement is generally the responsibility of the Campus Chief approved by CMC.

### **KSC Mission**

Mission is the current activities that campus do in sequence so visions can be achieved.

Fundamental purpose of mission is to make the campus able to achieve vision.

KSC has developed following mission:

- That aspires to acquire and develop dedicated, laborious, qualified and socially renowned faculties for delivering quality education in Nepal and abroad.
- That creates, conveys, and applies knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and develop its own infrastructure.
- Develop as a socially responsible educational organization to maintain good relation with the community. Manage some more lands for overall development of the Campus.

KSC fosters a community that values all cultures, languages, lands, and people. The Campus seeks to enrich its international competence and to enhance the quality of life throughout the world with scholarly engagement in education, research, and outreach. KSC is committed to applying its core values to its programs and activities. The following values have special significance for the Campus mission:

- Cross-cultural understanding that recognizes the dignity of all people.

- Critical reflection that seeks alternative perspectives to illuminate and challenge our own.
- Rigorous engagement in the learning process that measures our scholarly activities against international standards of excellence. Through its international efforts, the campus will develop and nurture the following competencies:
  - Language skills, which facilitate communication with partners from across the globe in learning and scholarship and which enable a nuanced understanding of ideas from various cultures.
  - Personal cross cultural experiences, which provide a working knowledge of the ideas and customs of the world's societies.
  - Understanding, respect, and appreciation of various cultures and traditions, which provide a foundation for cooperation and engagement with people from around the world.
  - Scholarly engagement that creates knowledge with which lives are improved.

### **Strategies**

Fully implement the KSC Strategic Plan to lead to the following major outcomes:

- An increase in the number of students participating in education abroad programs and foreign language courses.
- An increase in the number of faculty members engaged in international and multicultural research, education, and outreach.
- An increase in the number of language offerings for students, faculty, and staff.
- Enhanced international and cross cultural content of the curriculum.

- Develop and implement an international competency certificate as part of the under higher level experience.
- Develop five international regional program centers.
- Launch a comprehensive program in a new Visual and Performing Arts Center that contributes to enhanced engagement in cultural and international education throughout the Campus.

### **KSC Core Values**

Values are the preferred actions and ways of achieving the goal. Believing in honesty, hardworking, escaping campus far from politics and being suitable for common people and faculties rather than a handful of politically motivated people. Hence, values are the soul of any Campus. The campus has declared the following values to be adopted:

- Freedom of inquiry(That We May Serve)
- National Integrity
- Social Justices through education
- Mutual respect (Personal and institutional integrity)
- Lifelong learning (A culture of continuous improvement)
- A commitment to diverse and inclusive communities

### **Freedom of inquiry**

Fundamental to the creation and transmission of knowledge is a commitment to cultivate and protect freedom of inquiry. Intellectual freedom is the foundation of academic excellence and is vital to sustaining environments in which sound and rigorous learning, discovery, and engagement occur.

## **Mutual respect**

At the center of the educational enterprise is the commitment to the exchange of ideas and information. Respect for varied points of view and the diverse backgrounds upon which they may be based are essential to the continued growth and advancement of all members of the campus.

## **Lifelong learning**

A commitment to lifelong learning and inquiry within and outside the campus community guarantees continued growth and secures for society the benefits of ever advancing knowledge.

## **Accommodating diverse ideas from inclusive communities**

In carrying out its mission, KSC values the educational benefits of diverse ideas, peoples, and cultures. Articulated in the KSC principles, adopted by the board of governors, diversity enlivens, the exchange of ideas, different scholarship schemes, and contributes to just engagement in the nation's communities.

## **Personal and institutional integrity**

Integrity demands that all members of the Campus itself engage in continual civil discourse and ethical behaviors that advance learning, discovery, and engagement, should be supported by the campus administration. Integrity demands maintaining standards of personal and professional behavior in the highest order.

## **Performance Measures**

- Increase the number of under higher level students participating in residential

- Increase the percentage of under higher level and higher level students who engage in educational programs and experiential learning opportunities.
- Assess and enhance the high competencies of the KSC student community.
- Assess and enhance reporting mechanisms, programming, and interventions to positively impact the campus climate and civility.
- By 2020, complete construction of a new residence hall and an addition to RMC Hall as well as renovate selected under higher level and higher level facilities such as residence halls, dining facilities.

### **Performance Indicators (KPIs)**

Key Performance Indicators are measures of an essential performance outcome of a KSC performance activity. Key Performance Indicators (KPIs) provide the foundation that allows strategic planning to answer these fundamental questions:

- What measures will our stakeholders (both internal and external) use to determine whether we are being successful? Put another way, what are our obligations as an educational institution and how can our successful achievement of these obligations be measured?
- What are the most important outcomes of performance that will demonstrate our success?
- What are the institutional factors of which we must be continually aware and attempt to control (e.g., budget allocations, grants, public relations, retention, recruitment)?

### **KSC Strategic Goals**

Strategy, narrowly defined, means "the art of the general" - a combination of the ends (goals) for which the Campus is striving and the means (policies) by which it is seeking to get there. A strategy is sometimes called a roadmap - which is the path

chosen to plow towards the end vision. The most important part of implementing the strategy is ensuring the Campus is going in the right direction, which is towards the end vision. Strategies describe a general approach or method; they don't describe specific activities or projects. The Campus Planning Committee is responsible for creating relevant broad strategic goals that form the basis of our strategic plan. Goals typically address teaching and learning, student support, fiscal and physical viability, workforce development, and partnerships with other stakeholders.

In order to achieve the vision and mission, KSC will strive to achieve some following specific strategic Goals.

- programs extension in line with the educational demands of the people in Western Part of Kathmandu Valley
- continued efforts toward quality education and all round development of the students,
- develop infrastructure for sustainability
- improve internal efficiency and quality of service
- mobilize existing financial resource for land management
- to maintain good relation with the community to develop as a socially responsible educational organization

## **Process**

Initiated in 1991, KSC's institutional planning process is an evolving process committed to using data based projections and knowledge regarding the impact of known future events to anticipate opportunities and threats that will require responses. The Campus Planning Committee (a Campus Management Committee) continues to refine a consensus-based planning process that involves the entire Campus

community and to connect KSC's planning priorities with the Campus budget.

Institutional planning consists of three component processes:

- Strategic planning,
- Annual planning and
- Budget planning.

### **KSC Strategic Planning**

The Campus's Strategic Plan is a projection of the most important directions in which KSC must move during the next five years. In even-numbered years, these directions are reviewed and adjusted, as needed, based on the following factors: evaluation of planning effectiveness for previous years; Campus performance indicators and environmental scanning of key data and trends; input from faculty, staff, community leaders, and organizations that have a stake in the Campus's future. These results are used by the Campus Planning, a committee developed by Campus Management Committee to revise KSC's 5-Year Strategic Plan, which is presented to the CMC for approval. The Campus Planning Committee and all departments and units use this plan as a basis for developing the next campus annual plans that, in turn, drive budgetary priorities and initiatives. The strategic planning process begins with a situational analysis, both internal and external to the campus. Internally, the Campus Planning Committee may utilize the following plans and inputs:

#### **Plans**

- Campus Strategic Plan
- Department Strategic Plans
- Annual Plan
- Technology Master Plan

- Drainage Master Plan
- Facilities Master Plan
- Facilities Maintenance Master Plan
- Enrollment Management Plan
- Retention Plan
- Marketing Plan
- Staffing Plan
- Disaster/Crisis Management Plan

### **Other Intellectuals Inputs**

- Performance Indicators
- Environmental Scanning Data
- Campus Surveys
- Student Occupational Follow-up Survey
- Faculty/Staff/Administrator Climate Survey
- Program Review
- Academic Assessment
- Institutional Effectiveness
- Externally, KSC has made use of Futures Conferences, Bus Tours, campus Board meetings/surveys, and RMC meetings as part of our external situational analysis.

### **Other potential external sources of data**

- Employment or job availability

- Demographic changes at the local, and national levels
- Employer need and satisfaction surveys
- Technological developments
- Economic development activities
- Budget projections and contributing factors
- State, and local support
- State programs and services
- Availability of grants and other external funding resources
- Changes in educational services that might enhance or detract from future enrollments
- High-school enrollment and graduation rates
- Comparative analysis with other community Campus, in terms of salaries, full-time: part-time faculty ratio, programs/services, class sizes, credit hour production, unit costs, etc.
- Follow-up studies of KSC graduates
- Program Advisory Boards

## **Annual Planning**

During the fall of each year, an annual plan is developed for the following fiscal year. This plan includes specific action plans to be implemented in the next academic/budget year and beyond, where appropriate. The components of the Annual Plan comprise an outline of actions that will implement the goals and strategies of the 5-Year Strategic Plan. Each year, faculty, staff, and administrators use the Campus strategic plan. The results of program advisory committee meetings, academic and support assessment, and the program review process required by the Illinois

Community Campus Board (ICCB) are also used to develop action plans. These action plans are submitted to the appropriate administrators, who then develop annual plans for their areas and submit them to the chair of the Campus Management Committee, who prepares an initial draft for the committee's review and discussion. The chair of the Campus Planning Committee distributes the revised draft to all faculty, staff, and administrators via e-mail for comment. Revisions based on these comments are made, and the Campus Planning Committee approves final drafts of the plan. A status report for the current year's Annual Plan is developed presented to faculty and staff at the end of the fiscal year.

### **Performance Measures**

Performance are measured based on number of academic courses that integrate service learning, number of higher level students participating in the program, number of established partnerships with businesses/agencies that host service learning and experiential education opportunities for students and number of students participating in service learning and experiential education programs.

### **Foundation Strategies**

Organizational Development: Fostering a High Quality Diverse and Inclusive Academic Community

Human resource and work/life strategies support the achievement of the Campus missions by attracting and retaining the best instructional, research, and administrative/professional (A/P) faculty and staff; Investing in their development; and supporting them by providing a high quality of work life. The Campus is faced with several key choices that will impact our ability to continue to recruit, retain, and develop an excellent and diverse faculty and staff. The objectives in this section are

intended to foster and further develop a sense of community such that our faculty and staff work in an environment that supports their efforts in an atmosphere of mutual respect.

**Goal A -Quality - Kathmandu Shiksha Campus will maintain the highest educational standards for the delivery of quality instruction and services to meet the needs of its students.**

- Implement policies and practices that promote academic rigor, transparency, and accountability.
- Employ the Voluntary Framework of Accountability and the Indicators to measure student learning and completion.
- Cultivate the practice of sustainability principles and their integration into extra-curriculum activities.
- Develop and support student data systems, predictive analytics, educational diagnostics, learning management systems, and institutional research, as well as professional development that enhances the understanding and use of these tools.
- Continue improving the design and delivery of developmental education, creating evidence-based pathways that accelerate students' progress towards successful campus-level work.

**Goal B- Completion – Kathmandu Shiksha Campus will fully implement enrollment development and management plans that maximize enrollment, student persistence, course retention and progression, and completion.**

- Continue to measure KSC's student persistence, course retention, and completion rates, and improve performance where needed to ensure students are successful in achieving their educational goals.

- Prepare and orient newly admitted students (Med First year) before instruction begins, creating the essential foundation for their success in Campus.
- Prioritize the student's first year across all areas of the campus. First year experience programming will be infused into the classroom, staff/faculty-student interactions, fund-raising, and alumni outreach.
- Promote success and sustain students through key milestones in achieving completion or vertical transfer.
- Dramatically increase the completion rates of students (certificates and associate degrees) while preserving access and enhancing quality.
- Devise strategies to identify students who have failed and assist them in earning credentials.
- Develop and implement degree completion and reverse transfer with other community campuses of Nepal.

Fully implement an enrollment plan that aligns enrollment, course retention, and staffing in each career program with the employment needs of the community.

**Goal C- Collaboration- Kathmandu Shiksha Campus will continue its leadership in developing and delivering career, technical, training, and workforce preparation programs in partnership with business and industry and with communities feeder schools.**

- Align explicit expectations defining readiness for campus-level work with enhanced expectations for high school graduation, while collaborating on implementation of the common core standards.

- Implement effective collaborations with the leadership and faculty levels that develop a campus-going culture, build students' campus success skills, and expand dual/concurrent enrollment and other strategies for accelerating the progress of students on the campus pathway.
- Develop technology-based tools that will access available labor market to identify and monitor skills gaps in Chandragiri Municipality.

**Goal D- Engagement - Kathmandu Shiksha Campus will build capacity for accurately identifying unfilled labor market needs and for ensuring that career education and training programs are streamlined to address those high-need areas.**

- Expand Kathmandu Shiksha Campus's role in economic and workforce development by developing local, and global partnerships with business and industry, government agencies, health providers, and the agricultural community, and by providing and coordinating the majority of training in Kathmandu Valley.
- Mobilize partnerships to accomplish a collaborative agenda that ensures that program planning targets skills gaps; promotes the associate degree as a desired employment credential; and establishes alternative models for completing skills-based credentials, including classroom instruction, online learning, credit for prior learning, and on-the-job learning.
- Provide credit and non-credit life-long learning and other educational opportunities to members of the Chandragiri Municipality and its community.
- Further develop partnerships with other community campuses, universities, and others to better serve students.

**Goal E-Responsibility- Kathmandu Shiksha Campus will maximize the development and efficient use of its human, technological, and fiscal resources to maintain its financial vitality.**

- Communicate and implement KSC's established core values to guide conduct and practices of KSC students, faculty, staff, and administration.
- Continue to give high priority to maintenance and replacement of instructional and institutional equipment, and to the completion of an infrastructure capital improvement plan.
- Continue to systematically monitor institutional effectiveness and accountability and make continuous improvements in the quality of educational and student services.
- Enhance efforts to identify KSC Alumni and connect them to opportunities for fundraising, mentoring, business partnerships, and providing technical expertise.
- Develop and implement external funding plans through the Foundation/ Trust to support key Campus projects and offset declining government support through public/private partnerships, fund-raising, and alumni outreach.

**Goal F-Academic Expansion- Kathmandu Shiksha Campus will develop KSC as a Multiple Campus by expanding its regular academic programs**

This goal is achieved through the conduction of multidisciplinary programs and teacher preparation trainings, professional development opportunities for educators, and programs connecting plus two education. The campus will be developed as the multiple campus in this plan periods. A key element in the learning domain is a

commitment to improve the academic experience of Under Graduate students by expanding the educational opportunities and services at new constructed building at Satungle. KSC is planning to offer the Under Graduate education in Science, Management, Education and Humanities to integrate our education that provides our students with a strong academic experience, including expanded foreign language opportunities (SAT, GRE, TOFFEL, Medicine, Engineering and Chartered Accountant). Currently, we have confined our plus two education in Management and Education only due to the lack of infrastructure. At newly constructed building, there are a sound opportunity of expending our plus two program in other stream that will support our entire education system. We have a target to enroll around 400 students in plus two wing in a affordable price in different stream.

### **Strategies**

A structural revolution is under way in Graduate level of education especially under the faculty of education. Therefore, to cope with the situation KSC will

- Double its research expenditures to exceed ten lakhs rupees per year.
- Continue to strengthen the quality of its programs as indicated by UGC
- Sustain a commercial culture characterized by public/private strategic partnerships to diversify sources of income and increase organizational responsiveness to a changing environment.
- Expand its presence through alliances that create opportunities for advanced research.
- Foster an organizational culture that nurtures the next generation of leadership, enhances diversity, and sustains a positive momentum geared to a successful future.

- Continue to enjoy strong and enthusiastic support from alumni and the various public constituencies that the campus represents.

**Goal -G- e-Learning and Information System-Kathmandu Shiksha Campus will focus to develop its each wing with digital campus**

We are planning to strengthening our commitment to e-learning and the use of advanced learning technologies by faculty and students within and outside the classroom. Currently, this is also lacking due to the unavailability of required space and infrastructure in the campus. This system of e-learning will be highly priorities in the new building at Satungle, Kathmandu. Similarly, we have plan to provide our library service through the sound utilization of the e-library in the campus. We are planning for the establishment of e-library. Therefore, Library will be strengthened to support our missions. For this provision, the campus will be the center of learning from which we may help our students by applying the following process and strategic.

**Strategies**

- Classes will run by Video conferences
- Distance learning technologies in regular education
- Distributed e-Learning in Campuses premises
- Adopted the advanced learning technologies
- Conduction of Publication House
- Develop a cooperative financing organization to meet the financing demand of western part of Kathmandu Valley
- Establishment of the Radio Program by introducing Chandragiri FM Radio Station in the Campus
- Research Management Cell: Intellectual capital has been given wings by the advent of the Internet. Individuals, research organizations, and governments can access information and expertise from almost any point on the globe. As a result, a new competitive quality standard has emerged. The successful

organization will be defined by its capacity to deliver world class quality in its core strategic functions. A presumption in our plan is that quality will ultimately be the sustaining measure of success.

The exponential growth of investments in RMC and its Key members required to enter new areas of educational research. The concept of publication house involving the faculties should be emerged and applied as a part of campus regular program. The faculties should be motivated to work with full commitment as being a alternate life-living organization. The Investments required to set up competitive other research based programs have grown exponentially because of the necessity of interdisciplinary research works, the need for increasingly complicated instrumentation, and the demand for high performance in terms of quality and service computing. It is not exceptional for the startup equipment package for our faculty member. The need to appoint full timer researcher for the interdisciplinary research teams. Educational institution that cannot assemble the critical mass of financial resources and necessary intellectual capital cannot ultimately compete on the national and international scene. Therefore, KSC must increase its resources substantially in terms of both intellectual capital and financial strength.

**Promote robust and integrated information technology strategies that can link KSF programs**

After the integration of all the programs under the KSF foundation, emphasis on greater levels of research has generated several information technology initiatives: Campus network; Allowing faculty to be exposed to and to incorporate new forms of technology into instruction has a direct relationship on the effectiveness and efficiency of learning; Upgrades to the Campus communications infrastructure will

provide the computing power needed to support learning, discovery, and engagement; Enhancements to data access.

### **Strategies**

- Provide information technologies combining new modes of computing and communication to enhance the educational experience of students.
- Increase data storage, application platforms, and messaging services that advance instructional and research related computing and communication, as well as enhance the programmatic content of the student learning experience.
- Implement information technologies that enhance the educational experience of students, including the development of a technologically advanced library system and interactive learning centers, employing the latest technologies.

### **Goal H- Infrastructure development- Kathmandu Shiksha Campus will focus on infrastructure development**

Since KSC establishment, the campus is conducting in the rented building .Currently the Campus is offering Higher Secondary Programs in the Bishnudevi Secondary School at Tin- Thana, Kathmandu. Besides this, we have proposed CTEVT Civil engineering program which cannot be imagined in the rented building. The campus is not in a condition to extend and conduct its academic programs due to the lack of its own infrastructure. Therefore, it is urgent and desirable to mobilize its resources and create its own infrastructure. We are searching all the possibilities to complete the remaining part of the building as well as the four boundary wall, which are in the process of construction. In order to adequately support the teaching-learning, research and engagement, there must be adequate infrastructure in facilities and administrative operations. As the Campus continues to grow at a rapid pace,

several key choices must be addressed to ensure the most effective management of the Campus infrastructure and physical environment.

**Strategic 1. Effective management of the Campus land and other land resources for learning, living, and work.**

Existing land facilities (around three Ropanies) are very minimum and difficult to meet the need of basic academic and research needs of the campus. More and better quality classrooms are needed to enhance the quality of education provided to the students. Structurally, the older and rented building of Padmodaya HSS are not supporting current requirement of the campus. The Campus has become more dependent upon the Padmodaya HSS to provide the classrooms, administrative rooms, and research hall as well as for the playground, electricity management, drinking water facilities and other resources of the school. Even we are using the school staffs, who have not feeling and even are not mentally ready for the betterment of the campus. They are always in the favor of the school and campus administration seems very weak to manage them tactfully. Therefore, a comprehensive space management system is needed to merge all current systems related to infrastructure and to track both school and the campus. This system will not allowing the Campus administration to manage better the available space. In this conjunction it is a urgent need of the campus to manage its own infrastructure for the sustainability of the campus .With that need the current campus administration has prepared the detailed Campus development Master Plan to fulfill the future need of the campus and to save its existence in the current market. The Campus needs to work to maintain the pedestrian nature of campus and to continue to implement safety measures. Parking/Playing ground and administrative building structures will need to be constructed in the near

future. With the expansion of campus and the relocation of some programs, the need for adequate transportation is heightened.

**Strategies 2: Create flexible, high quality accessible spaces for learning, living, and working that address the changing needs of the Campus.**

- Manage three Ropanies of land with the financial resources generated by various supports of the community and internal resource generation and management.
- Identify a formal system to provide administrators with the necessary tools to effectively manage the campus facilities and space.
- Identify and implement transportation and parking solutions that maintain the pedestrian nature of the campus while providing adequate access to integral sites adjacent to campus and perimeter campus routes to reduce inner campus congestion.
- Renovate residential and student spaces to provide students with facilities that are conducive to quality learning and social interaction.

**Goal- I-Advance and implement initiatives to improve operational efficiencies and enhance customer service.**

The human resource management of the campus is in the process of restructuring. A special provision/regulation will needed to manage the human resources as per the need of the campus with greater authority over financial and administrative operations is urgency for the better service provider. The campus administration is not capable to take advantages with the tired, retried, part time, and unskilled man power currently available in the campus. They are just time passing staffs. The current operational efficiencies of the staffs are almost zero. All the academic and administrative pressure are in the head of Campus Chief, and other few

staffs. Therefore, our staffing system require full administrative operations to develop them energetic, creative and goal oriented individual's property of the campus.

Further, as technological advancements are enhanced, processes should be streamlined. Attention to all customers, whether they are students, campus visitors, faculty, or staff, is a priority, and improved customer service should be incorporated into enhancements as they are made.

### **Strategies**

- Simplify administrative processes and policies with the goal of removing unnecessary barriers to campus operations.
- Decentralize routine processes to improve efficiency while ensuring appropriate accountability through post audit measurement and evaluation.
- Invest in process redesign to simplify internal approvals, eliminate current paper based processes, and create administrative efficiencies.
- Develop and implement best practices for strong internal controls and improved workflow management.
- Promote and reward innovative administrative processes that initiate and take action on suggestions and proposals for enhancing quality, improving cost effectiveness, streamlining operations, and/or improving customer service.

**Goal -J-Work with the VDC, DDC, UGC, MOE, and Donor agencies to increase campus funding. Administration Building of the Campus (Front side building with main gate).**

This building will be constructed as the campus master plan with an association to UGC after the processing of Quality Assurance Accreditation (QAA). Moreover, the involvement of the community will be the main source of the financial Management. This building is also for the management of Campus Hostel for the student outside

from the valley. Accommodations facilities will be awarded to the research students on the priorities basis.

The campus is enjoying the grants of University Grants Commission, Village Development Committee, and District Development Committee. Ministry of education and donors agencies actively working in Nepal. They are financially supporting us to raise the funding regularly. Request to continue financial support from these organizations for the smooth functioning of the campus and to increase community support/ access for Cooperative Service Extension and for the development as a technical campus.

### **Strategies**

- Renovate and/or build contemporary residential living and fitness facilities, dining and student union facilities, and medical and mental health services facilities that are accessible to people with disabilities and will attract top tier domestic and international students.
- Continue renovations and development of the higher level Life Center and facilities for higher level housing.

**Goal- K-Increase student involvement in Research work, classroom activities and engage them by creating more opportunities to be involved practical learning.**

### **Strategies**

- Increase participation in research works, field study to enhance critical thinking, to develop skills and the ability to learn independently and to encourage close involvement with faculty members.
- Align them e-based learning to create synergies between the Campus learning and research works.

- Integrate and apply classroom learning through teaching practices and other experiential and engagement learning activities.

**Goal- L-Enhance quality of education in all level.**

**Strategies**

Implement and expand transformation of education with the benchmark of quality education

**Initiatives**

- Preparing the Future Career Professional (course, certificate, internship);
- Provide quality education in all levels of education:
- Develop national and international partnerships for faculty/student exchange programs
- Enhance teaching learning through technology
- Foster an environment that helps to recruit, retain, students of diverse backgrounds,
- Implement effective and efficient operations, meaningful policies, and procedures.

**Goal- M-Establish A Graduate Portfolio Reflective Of A 21st Century Campus.**

**Strategies**

- Increase the number of students to 50 percent of the total enrollment. Increase enrollments students of diverse backgrounds
- Maintain the practicality of Graduate programs, Prioritize new areas of education
- Establishment of partnerships and collaborations with institutions and universities/colleges around the nations and the world.
- Strengthen external research/scholarship efforts and initiatives.

**Goal -N-Develop and integrate advanced technology and information systems applications that assist collaboration, reflection, assessment, and sharing among faculty members, students, and staff members.**

**Strategies**

- Continue to lead, develop, implement, and assess technology integration efforts aimed at increasing the information technology fluency of faculty, staff, and students in learning, discovery, and engagement activities.
- Continue to lead, manage, coordinate, and support the provision of quality learning opportunities for all level learners through a holistic approach to eLearning.
- Develop, implement, and manage integrated learning and collaboration tools to enable course, concourse related, portfolio, and Web publishing activities to be engaged through a common framework.
- Update established classroom functionality and equipment standards, regularly review and upgrade processes, and support a comprehensive structure for routine maintenance.
- Reestablish funding options to support integrating technology in learning activities in strategically targeted curricular areas.

**Goal- O-Strengthen the ability of the library systems to acquire, preserves, and manages research level collections and user services that advance KSC research capabilities.**

**Strategies**

- Develop and preserve print and electronic collections within the Campus library system that support faculty and student research needs.

- Provide programs that develop information literacy skills.
- Repurpose physical spaces to meet user needs through renovations.

**Goal- P-Contribute to the holistic and transformative educational experiences of KSC for all level students.**

**Strategies**

- Create a comprehensive First Year Experience Program for under higher level students.
- Provide Transformative Graduate (TGE) experiences that foster the professional development of higher level students for the type of careers they will pursue.
- Provide a unique, integrated center that includes higher level housing, higher level life activities, and the higher level campus expenses.
- Partner with academic units and external communities to offer leadership, service, and experiential learning opportunities for students that focus on multicultural and international competencies, ethics, and excellence.
- Strengthen the academic, professional, and personal development of students through partnerships between academic departments, Campus support services, and external stakeholders such as community constituents, parents, alumni, employers, and international partners.

**Goal- Q-Promote the development of national and multicultural competencies in KSC students.**

**Strategies**

- Create environments that are welcoming, accessible, comfortable, and representative of a diverse and inclusive campus community and that address

the needs of students from a wide variety of backgrounds to reflect and stimulate diversity of thought and encourage meaningful participation and dialog.

- Improve campus climate, creating an environment of civility, sensitivity, and mutual respect that offers opportunities that encourage students to have productive and positive interactions with different cultures.

**Goal -R-Support the Campus commitment to continuous improvement by assessing student learning outcomes in co-curricular programs.**

**Strategies**

- Articulate student learning outcomes that connect co-curricular experiences to the education of students in a developmentally appropriate manner.
- Track student wellness behaviors to evaluate and develop programs that support the education of students by enhancing their health, safety, and wellness.

**Goal -S-Establish the proposed Institute for Civil engineering to foster collaboration and creative efforts in the sciences.**

**Strategies**

- This proposed institute will form the nexus for interdisciplinary research efforts addressing critical emerging issues in society and will serve as a complement to the existing major institutes on problems of mutual interest.
- An overarching theme in these research areas is an integration of multidisciplinary skill sets to address crucial aspects of global and regional interdependence.

- While a number of existing institutes concentrate in some of these areas, the proposed institute will actively integrate researchers in the humanities, social sciences, and science.

## **Budget**

Each year Campus and department/unit makes budget for the fiscal year. The action items submitted to the Annual Planning process are separated into four categories: personnel requests, instructional and equipment requests, remodeling and renovation requests, and other action proposals. The annual staffing plan consists of the full-time staffs plan and all other personnel and is submitted to the Campus Management Committee for necessary improvements and action. The full-time faculty staffing plan is developed by the instruction in charge for Academic Services. A unit (Campus service units) will be developed to using student enrollments, faculty load, known/projected faculty retirement/vacancy, and new program-development information. Each unit in ranked order based on strategic goals, annual planning goals and department/unit needs, submits equipment requests. The equipment requests are separated into those that can be grant-funded and those that must be Campus-funded. The Campus Chief, who manages the budget, set an annual total-available-equipment-budget allocation amount that the Instructional for Academic Services, in consultation with each department Chair then allocates to units based on their prioritized requests. Contract-based items and basic operating costs are included. All approved full-time positions included in the staffing plan are budgeted at approved salary levels. Part-time salary projections are based on historical cost and enrollment projections. Once

departmental budget is prepared, the Campus Chief for Academic Services meets with each department chair/unit/Cell director to review the budget and the action plans. Any action plan proposal for which budget resources are not available is marked as such on the department/unit action plan. The action plans become the annual plan for the department/unit and are returned to the department/unit in the fall for review and implementation. Early in the budget process, the Campus Chief determines an allocation from the budget to be set aside for funding annual planning initiatives not included in the initial budget. The Campus Planning Committee and Executive Team will review any continuing initiative for possible inclusion in the following year's budget, based on its own merits. Any action plan proposal for which budget sources are not available is deleted from the one-year Annual Plan. These plans may be submitted in the next Annual Planning cycle. The resulting Annual Plan is sent to the faculty and staff each fall and to the CMC the executive team, department chairs, and unit directors are responsible for completing their respective action plans, to the best of their abilities, during the following fiscal year.

### **Action Plans (Operational/Tactical)**

Statements of how the organization deploys resources to accomplish specific objectives. They include measurable objectives, tasks, and milestones. Action plans are the programs, projects, or activities, prioritized annually, which must be accomplished in order to achieve a stated strategic goal. Individuals, groups, departments, and offices are the sponsors of action plans and responsible for their advancement. Action items are entered into the annual planning database.

Table 1: *Five years campus development budget Rupees in thousands (000)*

Activities	2016	2017	2018	2019	2020	Total	Source and remarks
Chosen Additional books and reference materials for	2,50	2,50	2,50	2,50	2,50	12,50	Revenue (provision of each year 500 books)
Additional commuters	5,00	5,00	5,00	5,00	5,00	2,500	Revenue
land for additional facilities in plan period		300,000				300,000	loan for 2 Ropani land
Fencing the existing building and additional facilities			6,00,00,			6,00,00	loan for 3 storied building
Volley ball and basketball court	3,00				2,00	0	Revenue (for development of ground)
Workshop, research and additional computer facilities	3,00	3,00	3,00	3,00	3,00	3,00	Revenue
Additional furniture for additional classroom and additional facilities	15,00,		10,00,		7,00,	32,00,	loan
For the existing building to complete	10,00,					10,00,	loan for new building included in building cost
lab for 11 and 12 grade	5,00		2,00		2,00	9,00	Revenue
Drinking water arrangement from existing deep boring	3,00,					3,00,	Revenue
Instruments/equipment' s and related administration	1,00,	12,00,	12,00,	12,00,	12,00,	49,00,	Revenue
Affiliation/instrument and equipment	10,00,	12,00,	12,00,	12,00,	17,00,	63,00,	Revenue
Affiliation and administrative costs	5,00,0	12,00,	12,00,	12,50,	12,00,	53,50,	Revenue
Total	62,50,	3,46,50,	6,58,50,	47,00,	62,50,	11,77,00,	

### Conclusion

Strategic planning is a dynamic process. If formulated properly, implemented effectively, and evaluated continuously in a standard way. The strategic planning becomes vehicle for getting desired result and making prosperous. The campus strongly believes this so it is prepared and forwarded.

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