

**A REVIEW REPORT
ON
RESEARCH MANAGEMENT CELL
WITH DETAILED ACTION PLAN**

**Submitted to
University Grants Commission (UGC)
Research Division
Sanothimi, Bhakatapur**

**Submitted By:
Research Management Cell
Kathmandu Shiksha Campus
Ramshah Path, Kathmandu
Date: 2076/9/22**

Introduction

Various academic activities, such as classroom teaching lectures, practical exercises are an important part of students' life on institution. By engaging in these activities, students will broaden their horizons, build their academic interest and master the basic knowledge in their fields. Under the guidance of the teachers, faculties, experts students feel themselves developed attitude, skills and knowledge required in their career. For this total programs are divided into programs inside the classroom and outside the classroom.

Kathmandu Shiksha Campus (KSC) is primarily an Institution of higher learning devoted to teaching learning and research. KSC is a non-profitable and service oriented dynamic community campus affiliated to Tribhuvan University (TU). It was established in 1991 A.D. with the commitment and sincere efforts of some reputed and experienced educationalists associated with teacher education/ training for many years. The campus has been conducting so many research activities from its establishment. At the beginning, it was established with a name of Research Committee with legal provision in its regulation. The functions, role and responsibility of the committee were decided by Campus Management Committee. Latter it started working independently. At the result, in the beginning Campus conducted spot training program for the in service teachers associated to primary education throughout Nepal. From its establishment, Research Committee has carried out the following activities in the campus;

- Spot training for the in service teacher training
- Seminars/Workshops for facilities and students
- Receiving of the mini-research grants for working faculties
- Publication of campus journal
- Collaborations with other research organizations and etc.

After the establishment of Research Management Cell in 2069/70 (after getting the formal letter from UGC dated on 2069/12/2, this Campus entered into the new era of innovation. Campus administration started to link the research activities into classroom learning. Campus started to involve its students into research activities also. The involvement of the students/faculties and experts into the external research activities were given at high priorities and we achieved some remarkable achievements during this period.

But due to the devastating earthquake in 2072, one of the campus buildings was collapsed and research infrastructure was fully damaged. Campus was not in a condition to focus on the external research due to the lack of infrastructure and workstation. Finally it decided to shift the Cell in our new building at Chandragiri Municipality-10, Satungal. It was the other hindrance for continuing the research activities in the new building due to the lack of research infrastructure. Campus Management Committee decided to organize the *Sapataha* (a religious activities to collect donation for the construction work). It was imagine and new experiences for the campus to involve the community in the development of the campus. Finally form the fund collected through the Sapataha, KSC developed its infrastructure with sound facilities and environment for teaching, learning and research activities.

Now, the Cell has undertaken responsibility for entire research and publication activities carried in this regard. The research Cell comprises of the research coordinators along with heads of departments, senior faculties having PhDs and the experts may be hired on contract basis as per research need and requirement.

Research Infrastructure at KSC

KSC is truly an education campus affiliated to Tribhuvan University with an extensive facility of teaching, learning and research in its own land, situated at Chandragiri

Municipality, Satungal 10, Kathmandu. Firstly, the infrastructure development of this campus was started with economic support of UGC. Different institutions have economically supported for the building construction since 2069 to 2076 B.S. Now the campus is focusing its efforts to enhance research infrastructure in the campus, KSC has the following facilities.

KSC Research/Resource Centre

KSC has established the separate resource center with good stock of research materials including research books, research journals, and series of interactive compact discs, educational research based videotapes and other electronic devices. It has comprised of all units that a good library has e.g. reference services, circulation and reserve services, access to computer-based information services, as well as photocopy service available even to students and faculties.

Resource Lab/ Resource Materials

RMC aspires to keep pace with the development of IT and software to ensure that our researchers have ever-ready access to up-to-date technology in campus premises. For that, RMC will be equipped with a sophisticated lab. Computer lab will be opened throughout the campus hours and beyond. Besides being integrated into the teaching process, the high speed bandwidth internet connection has been made available, facilitated with networking that meets the educational and research based needs of students and the professional needs of faculty, support staff and administration.

Laboratory

RMC has planned to develop a separate laboratory for research activities with state-of-the-art and hi-tech artifacts multiplies the class-room learning with practical insights for the research faculties and staffs involved in the promotion of research activities in the campus .

Faculty Support

RMC offers funding for many types of grants, contracts, and even programs that helps to promote research activities in the campus and promote the researchers. Some of them are as follows:

Mini-Research Grants for Faculty

RMC from the very beginning has established a culture of promoting research activities in the campus. For this every year the RMC has awarded one faculty member with mini-research grants. For this, KSC has a budgetary provision to support the interested faculties in different areas. For this a selected proposal is awarded with Rs 25,000(twenty five thousands).This is to paid on installments basis on the recommendation of RMC. Also, the installments are provided to the achievers on their performance basis. The details of the mini-research conducted through this organization have been attached here for more clarity. The amount of the grants has clearly mentioned in the each year budget .The details of the researchers are as shown in the tableI.

Table1: Mini-Research Grants from KSC for Working Faculty Members

SN	Topics/study area	Researcher	Completion Year
1.	KSC institutional profile	Shatrghan Prasad Gupta	Completed
2.	Thesis manual	Kathmandu Shiksha Campus	In progress
3.	Writing course papers in education	Kathmandu Shiksha Campus	In progress
4.	Style guidelines preparation for master's student	Kathmandu Shiksha Campus	In progress
5.	+2 level Question Evaluation	Dinesh Ghimire	2072
6.	Assessing the situation teaching sexual and reproductive health in secondary level school of Kathmandu	Basanta Kumar Baral	2072
7.	Perception assessment and challenges in practice teaching	Ashok Sapkota	2072

8.	Social Studies in Nepalese Schools	Uttam Raj Bhattarai	2073
9.	A Follow-up study of In-service Primary Teacher Training Program	Shatrugna Prasad Gupta Dilli Ram Rimal	2012
10.	A Study of Effectiveness in Teaching Professional Education Courses	Prem Narayan Aryal	1999
11	Students' Knowledge, Opinion and Skills on Population Related Issues: A Study of Three Years Bachelors Level	Damodar Gyawali	1998
12	The Tharus of Guleria Area, Bardia in Nepal Terai: A Study of Population and Health Perspective	Prof. Damodar Gyawali	1998
13.	Environment Change and its Impact to the Health of Deula (Pode) Community of Kirtipur Municipality	Hari Maharjan	2055
14.	Spatial Distribution Threshold of Secondary Level Schools: A case study of Bhaktapur district	Prem Raj Khaniya Basu Dev Bhatta	2055
15.	A study of Model Questions of Class Nine and Ten, Nepali Subject	Dilli Rimal	1996
16.	Attitudes of Teachers and Students Towards Geography Teaching: A study of Kathmandu Valley Campuses	Damodar Gyawali	1995
17	A Study of the Implementation of Practice Teaching Course of the Faculty of Education	Prem Narayan Aryal Madhav Prasad Dhakal	2051 BS
18	Causes of failure in mathematics (A case study of KSC)	Prof. Dr. Shivram Naupane and Mr. Loknath Bhattra	2010

USAID Supported Research

KSC has completed a Nepal Early Grade Reading Materials Assessment with an association with CDC and the other education offices of Nepal involved to raise the standard of the early graders in Nepal.

M/Phil/PhD Support program

KSC has a history of supporting its faculty members for further studies. Under these schemes the following faculty members are benefited in the campus.

Table2: Faculty members achieving M.Phil/Ph.D support grants from KSC

Sn	Name of the faculty	Support for	Year of admission	Status
1.	Mr Shatrughan Prasad Gupta	PhD	2075	Still in Progress
2	Mr Bhakta Bahadur Shahi	PhD	2075	Still in Progress
3	Mr Bhim Sapkota	MPhil	2075	Still in Progress
4	Loknath Bhattra	Mphil	2075	Still in Progress
5	Gokul Sharma	Mphil	2075	Still in Progress
6	Dr.Ram Chandra Panday	Ph.D	2070	Completed
7	Prof. Dr. Prem Narayan Aryal	Ph.D	2070	
8	Mr. Hari Binod Adhikari	Ph.D	2076	
9	Mr.Shatrughan Prasad Gupta	M.Phil	1998	
10	Mr. Bhagwan Aryal	M.Phil	2068	
11	Mr. Gagan Singh Air	M.Phil	2073	
12	Mr. Ashok Sapkota	M.Phil	2071	
13	Ph.D Dilli Ram Rimal	M.Phil/PhD	2069	
14	Prof. Damodar Gywali	Ph.D	2065	
15	Mrs. Manju Yadav	M.Phil	2068	
16	Mr. Ashish Acharya	M.Phil	2073	
17	Mr. Bhim Sapkota	M.Phil	2075	

Journal Support Program

KSC has also a provision to promote its faculty members for research articles published in our own campus Journal or any other peer reviewed journal of the nation or the world. Under these schemes the campus has the following provisions of grants from its establishment.

- Publication of article In KSC Journal Rs 1000 for each article.
- Peer Reviewed Journal after Publication: Rs 3000 for each article.
- International peer reviewed journal Rs 5000 for each article.

Proposal Writing Grants

KSC has made a budgetary provision to encourage our faculty members in the research activities. Under this scheme, campus is providing the following grants for writing proposal.

- Proposal for External Grants with biding documents- Minimum Rs. 10,000 and maximum as per recommendation of RMC
- Internal Proposal for Improvement- Rs. 5000 for each requested proposal.

Seminar/ Workshop Grants

Faculty members are encouraged to conduct the seminars/workshops for their own faculty development. Department heads are supported to conduct research activities within departments, cells and units. KSC has a budgetary provision to award Rs 25,000.00 for the same purpose in the campus.

KSC Research Activities

KSC from the very beginning has been conducting the research activities to promote the culture of innovation and research in the campus. In this regards; the following works has been done. KSC has conducted the following research activities in the campus for the faculty development with the full involvement to the research students (thesis year students). They are as follows:

- Thesis orientation program for the faculty and students
- Professional Course Writing Training program for the faculties and students
- Proposal Writing for the students and faculties
- Field study report writing for students and faculties
- Annual publication of Campus Journal
- Annual Mini Research Grants awards for the working faculty
- Proposal Writing for Research Grants and awards

Research Motivation

Motivation is a complex part of human psychology and behavior that influences how individuals choose to invest their time, how much energy they exert in any given task, how long they persist in the task, etc. Different studies have shown that there are many stimulators to move the students forward, i.e. conducting behavior toward specific goals, increasing affordance, increasing activity level, hardworking, functional improvement, positive emotion (hope and pride), self-satisfaction, and enjoyment from learning activity, family condition, and gender of the students, number of family members, parents job, and economical status. Today, lack of interest in learning and motivation in students is one of the important difficulties in educational system that offers a low quality for learning.

Since there are some concerns about motivational level in KSC students, most faculty members believe that motivation decreases during education from the first entry level to the last year of education even in very talent student. Ascending to data/evidence there

are many implicit and explicit factors that can affect the students' motivation which is reflected in the tracer study; aimed to design to measure the achievement motivation level in our campus that can affect it. As per KSC tracer study report conducted on the KSC graduate, graduate batch 2015 through 2018.

Analysis

Academic activities inside the classroom

Criteria	Discussion
Appropriateness of the program to the approved mission of the institution	The program running under are well suited and appropriate to the objectives of the institutions
Strengths of the program in terms of:	
Faculty strengths and reputation	Out of the total faculties are 1/3 are highly experienced and qualified and 1/3 are mediums and rest 1/3 are newly graduated for teaching and appointed by the institution.
Student strengths and achievements	Students are not selected based on certain criteria of standard so their end examination achievements seem to be averaged in relation to overall result.,
External support (grants, contracts, etc.), distinctions, honors, partnerships	External supports are not sufficiently received.
Productivity of the program in terms of:	
Graduates, refereed publications, patents, copyrights, and other similar measures	Due to less number of people admitted their final achievements are affected and publication from campus is confined to two journals in a year.
Benefits accrued directly or indirectly to the state (e.g., economic, cultural, health, educational, etc.)	Benefits are found to be received from UGC for developing Research Management Cell, building for campus , and seminar but received and receivable from others sources are negligible and non-existent.
Impact on the reputation of the institution locally, regionally, or nationally	Since the institutions established as first in its nature, locally, regionally, or nationally. It has reputations.
Infrastructure and logistics	Institution is not running its programs in its own building designed for the academic purpose envisaged by it. So teaching and learning is affected.

Academic activities outside the classroom

Institution organizes regular activities that give students an insight into the world outside the classroom. These seminars, presentations and trips complement the theory that students learn in class, offering hands-on experiences that bring the business world to life

Table: An analysis of the academic activities outside the classroom

Career activities	The institution supports students in researching various career options and deciding on career paths, offering regular counseling sessions, insight industry panels and career fairs.
Field visits	Students are taken to visit selected national cultural places. In this way, students can observe how theoretical concepts can be applied to real work situations. Assignments relevant to the visit are given in class and students are required to present oral and written reports. Similarly international visits are planned but not implemented.
Internship/practice teaching	Internship/practice for teaching are designed to give students experience in the real educational environment. During 45 days to more they observe variety of practices in their field. Students are required to prepare project reports based on their study tour experiences.
Seminars for research/project work/ workshop	In these seminars, experts interact with students on important issues of today's education world. In addition to regular classes institution also invites important leaders to discuss diverse sectors of education, like special education, different methods of teaching and learning and researching activities. These sessions promote students' curiosity, deliver detailed information and offer practical, informed opinions.

Conclusion and observation

Quality is the subject of relativism. If institution is to run according to academic standard of world class level then it should have its own building with sufficient facilities, like hostel facilities, 24 hours online library, at least 1/3 full time faculties, ample of research activities in collaboration, organization of international conference, compulsory involvement of faculties in research (at least 2 in a year), publications of peer reviewed

journals, full time students engagements, at least 5% foreign faculties and students, and experienced based learning, teaching rather than bookish based teaching and learning and most be far from crowded downtown city which is affecting much. If in this parameter it is judged then its academic standard is vulnerable. And 99% institutions come under this category and without hesitation it is dared to say that Nepalese educationist are unethical because of the birth place of Nepal. Nepalese are not getting quality education which is their right. If this institution is to base on the national standard, its evaluation from the audit seems to be average in standard, because it has faculties support but not infrastructural support. These days number of students is decreasing which has no significant effect on academic practice and effects. The placement rate has not been noticed to go down in relation with other institution of same line.

Formation of Research Management Cell

The research management cell of this campus formally established in 2069 BS has carried out the following activities.

The activities intended to carry out as follows:

- Infrastructure development(seminar and research cell)
- Publication of research journal(special focus on research)
- Thesis Guideline preparation for thesis students
- Teaching manuals preparation for M. Ed and B. Ed students
- Orientation on research work (for faculty members and thesis year students)
- KSC Profile preparation
- Research abstract publication
- Appointment of the research assistant

Formation

The campus management committee as per campus regulation-2049(Sixth Revision 2075) formed the research management cell in this campus consisting of all the heads of the department together with the young, dynamic and energetic faculties interested in the field of research. The composition of the Research Management committee is as follows.

Table3. Composition of Research Management Cell

Research Management Cell	Faculty
--------------------------	---------

SN	Designation	Name	Expertise areas
1	Chairman	Prof. Dr. Sarba Raj Acharya	Education- Nepali
2	Member	Mr. Shatrughan Pr. Gupta	Educational leadership
3	Member	Prof. Hari Binod Adhikari	Social Justice /Education
4	Member	Prof . Maheshawor Naupane	Nepali Education
5	Member	Mr.Bhim Sapkota	English Education
6	Member	Mr. Basanta Kumar Baral	Health Education
7	Member	Prof Dr Lokendra Sherchan	Health Education
8	Member	Ms. Sharda Shrestha	Linguist
	Member Secretary	Basant Kumar Baral	Assist. Campus Chief

Financial rules and regulations

KSC is committed to follow the rules and regulations of the government of Nepal and the instruction given by UGC as well as TU. Additional financial and administrative rules and regulation will be developed as per our need for the research management cell. Fund generation and its expenditure will be on the basis of financial rules and regulations of the campus. A separate bank account has in operation with the name of RMC.

Administrative staffs

As per the need of the RMC, one full time staff with high knowledge of research skills and experience on computer has been appointed in contact with the consent of RMC.

Current Budget of the Cell

Table. KSC has approved the following budget for RMC .

Sn	Descriptions	Number	Rate	Amount
1	RMC Chairman Allowances per month @ 2000	12	2000	24,000.00
2	Research Books	10	500	5,000.00
3	Research Journal with peer reviewed	500	200	100,000.00
4	Research Report Writing	3	5000	15,000.00
5	Proposal Writing for Research Grants	5	10000	50,000.00
6	Stationary for RMC	100	100	10,000.00
7	Workshop/Seminar	50	500	

				25,000.00
8	Mini Research grants	1	25000	25,000.00
9	Abstract Publication	4	10000	40,000.00
10	Computer for the cell	1	50000	50,000.00
11	Laptop for the cell	1	60000	60,000.00
12	Workshop for thesis writing	40	1000	40,000.00
	Total Expenses			444,000.00

Actual Expenses for FY 2075/765

Sn.	Descriptions	Number	Rate	Amount
1	RMC Chairman Allowances	1	36000	36,000
2	Research Books	10	300	3,000
3	Research Journal with peer reviewed	500	120	60,000
4	Research Report Writing	3	5000	15,000
5	Multi media for the cell(Thesis presentation	1	45000	45,000
6	Stationary for RMC	1	1	15,000
8	Workshop/Seminar	150	300	45,000
10	Mini Research for Faculty	1	25000	25,000
11	Lap top for the cell	1	63000	63,000
12	Meeting and Refreshment expenses			97,500
	Total Expenditure			404,500

Dedicated Facilities

KSC will provide accommodations for the RMC personals.

Table 5. Facilities to the researchers

SN	Descriptions	Amount			
		Per meeting	External	Internal	Remarks
1	Transportation expenses for the expert and involved personal	500			
2	Proposal Writing per		10,000	5000	

	proposal				
3	Allowances to the Chair	3000			monthly
4	External Research	All to the researchers			Except logistic and RMC support 20% of the total

Five Year Strategic Plan (Year-wise Research Infrastructure, Activity, Output)

Introduction

The KSC Research Management Cell marks its five years plan as part of the campus. This Strategic Plan addresses the next five years, 2018-2022. The overarching objectives of the plan are to:

- Set direction and paths for the successful evolution of the Cell and Surveys over the next five years for the campus research activities.
- Address strategic issues and the missions for pursuing the vision of the Cell
- Establish research priorities and ensure effective use of resources to meet the statutory requirements and service expected by the students and other stakeholders/community.
- Further the understanding of the Cell as a strategic asset to the Campus coordinated the planning process and document preparation.

We sought out and received input through visioning sessions with campus staff, faculty and external constituents. Visioning sessions and the survey were facilitated by the cell for Strategic Planning and Assessment. Details of the stakeholder input can be found in the appendices. The questions addressed were:

- What are the key strengths of the Cell/ Campus?
- What are the real or perceived weaknesses or things that need to be changed?
- What are the emerging issues or challenges on the horizon that the Cell should prepare to address? What do we do to prepare?
- What is the key success factors required to meet these challenges?
- What are the top five priorities among these issues?

- What other opportunities do you see for the Cell?

At the request of the Campus Chief for Research, this is a high-level strategic plan to guide direction and leadership and demonstrate strategic alignment with campus. Further details will be covered in an implementation plan.

Vision Statement

Kathmandu Shish Campus has the ultimate vision to be developed as a Deemed University in Nepal. To fulfill the above mentioned vision, the campus has devised a mission which aspires to acquire and develop dedicated, laborious, qualified and socially renowned faculties for delivering quality education to the students within 2020 AD.

Mission Statement

The mission of the KSC is to recreate the landscape of education by providing research-based educational programs to prepare student who will empower tomorrow's citizens as lifelong learners; developing and disseminating knowledge; and contributing innovative ideas and leadership to solve the problems of a diverse society.

Goals

In order to achieve the vision and mission, KSC will strive to achieve some specific strategic goals

- Programs extension in line with the educational demands of Western Part of Kathmandu (Chandragiri Municipality)
- continued efforts toward quality education and all round development of the students,
- Strengthen and develop KSC own infrastructure and human resource for upgrading the campus into a deemed university, improve internal efficiency, achieve sustainability by expanding the financial resource in different financial sector 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 Research Management Cell Five-Year Strategic Goals

This section outlines goals, objectives, and strategies that the Research Management Cell will deliver through implementation of the strategic plan. For clarity and organization

purposes, the integrated research and services provided by our researchers and support staffs have been partitioned between goal 1 (Knowledge) and goal 2 (Service). In this context, "service" encompasses scientific activities such as monitoring, data collection as well as providing assessments, decision support, and targeted advice. Goal 3 (Visibility) includes a suite of objectives related to making the Cell and its work more visible and better understood. A large part of that visibility and understanding arises directly from our researchers' and staff's work with constituents and partners reflected in goals 1 and 2. With a new organizational structure and a new administrative home, visibility and understanding also require the proactive and coordinated effort at communications reflected in goal 3. Goal 4 is where objectives and strategies related to staffing, leadership, administration, facilities, equipment, and funding of the cell are addressed.

Goal 1. Knowledge

Enhance scientific knowledge through educational and social science research applied to scientific and societal challenges

Objectives:

- Sustain and enhance the Cell's core research and expertise
- Define priorities based on mandates, community needs, and emerging issues
- Enhance interdisciplinary research in the campus to develop it as the multiple Campus
- Better serve the Chandragiri Municipality area and surroundings
- Improve and expand research through collaboration
- Expand relationship with faculty, researchers, and students on the Campus and at other universities as well
- Support educational research and other campus research strengths by providing broader environment
- Leverage connections with Chandragiri Municipality to expand Campus work and with RMC to expand participation in public policy
- Expand relationship with potential clients and partners in government, private sector, and non-governmental organizations

- Collaborate with national and international research units/cells and individuals
- Increase graduate and undergraduate participation in cell research
- Provide more opportunities to students to conduct master's level thesis/ research projects
- Increase student employment opportunities (including fellowships and assistantships) that provide basic and applied research experiences on campus.

Goal 2. Service

Build on the Cell's extensive data, information, and service to support the campus policy development, and decision-making process

Objectives:

- Anticipate and meet the data, information, and service needs of our stakeholders
- Enhance interdisciplinary data, information, and service across the municipality
- Improve delivery of data, information, and service tailored to the needs of our diverse students
- Refine the delivery model for meeting local needs of the municipality
- Increase the accessibility of RMC data and collections through digitization, web-based and mobile technology, and other data stewardship initiatives
- Improve and expand data, information, and service through collaboration
- Expand relationship with faculty, researchers, students and other universities/Research organizations
- Expand relationships with potential clients and partners in government, private sector, and non-governmental organizations
- Collaborate with national and international research units

Goal 3. Visibility

Enhance visibility and understanding of the RMC/Campus

Objectives:

- Take a more active role in campus initiatives and with faculty and researchers in allied disciplines
- Work with CMC to facilitate the campus's role and participation in the community
- Improve contacts with individual, faculty and campus stakeholders
- Share expertise to become the recognized campus resource centre for educational and social science research and service in educational resources
- Establish relationships and provide expertise and services to top educational administrators who manage the educational issues in Nepal and abroad.
- Develop a strategic communications and marketing plan for the campus and cell
- Support in the creation of public schools within Chandragiri municipality with allied partners to share our work and information and promote teacher education outside the campus.
- Increase professional activity beyond campus
- Participate in more professional societies

Goal 4. Capacity

Ensure effective staffing and leadership, efficient administration, modern facilities and equipment, and adequate funding to support the work of the Cell.

Objectives:

- Develop staffing system that supports the Cell and Campus administration.
- By December 31, 2020, obtain approval of CMC for functional staffing system that addresses classification, promotion, and career path issues within the Campus
- Establish a professional development program across the campus
- Review and update annual report and work plan process
- Ensure an optimum level of stability, evolution, and growth for the campus

- Develop a succession plan for RMC Chair, Research Staffs, and Cell staffs.
- Deliver a high level of administrative service while improving efficiency
- Review technical and IT service and support system in the campus.
- Periodically review the shared services approach to the campus administration

Budgets (Funding the Cell)

The financial resources of the campus are very constraints .It is mainly sustain by students fees so it is very difficult to run and conduct other research activities in the Cell or campus. Hence, it is immense to search other resources for running this Cell and its functions towards the research oriented activities except collecting students' fees and teaching them only. In the existing situation the financial sources are as follows:

Financial sources

- Students fees
- Very nominal grants from governmental and nongovernmental sector
- Organization of fund generating activities in own premises

Besides the student's fees and the regular support from University Grants Commission, Campus must be focused to achieve its purpose by adopting and utilizing the following resources

- Efficiencies and reallocations by campus
- Partnerships – includes joint funding of initiatives with other research organizations
- Grants and contracts – large, innovative research efforts across the campus and with partners will be facilitated and supported in order to secure new sources of funding.

Barriers of Financial and Human resource development

- No permanent other sources of financial resources
- Lack of fund for quality enhancement
- Budget constraints for infrastructure development
- Lack of own full time faculty due to the constraint of income
- Most of the faculties are university teachers.

- Time constraint in the rented building for academic growth.
- Semi-skilled non teaching staffs.

It is therefore, a realistic and flexible funding plan is needed to sustain core programs, allocate existing resources, enhance capabilities, and undertake and incentivize new efforts as envisioned in this plan over the next five years.

Estimated costs of actions

To be established as a part of the funding plan

Staffing

- A staffing plan will be created that identifies key areas for investment and hiring of research staff. Space/Facilities Existing space utilization will be reviewed in terms of adequacy, needs, and opportunities, including modernization, facilitating multidisciplinary collaboration, consolidation of field offices and collaboration, in particular.

Implementations

- Implementation of this Strategic Plan will be a concerted effort across campus management and staff. It will require additional details, timelines, milestones, assignments, and oversight. It will need to be a priority for all in order to be accomplished in a timely manner.
- Summary of input from the campus faculty and staff visioning sessions and held on the campus in April,2018 prepared by the facilitator, Prof. Dr. Prem Narayan Aryal and Mr.Shatrughan Prasad Gupta, for Strategic Planning and Assessment.

Issues and Challenges

For over two decades, KSC has been working to uplift its educational standard by providing quality higher education to their students but there are many obstacles and hurdles that are emerging. The problems plaguing in KSC are multi dimensional like low enrollment, high dropout, lack of teaching resources, less participation of community, lack of qualified man power, inconsistency in campus policies, student political interference in management, and poor implementation, less external research works to promote the campus activities, teachers dissatisfaction towards remunerations and facilities etc.

Opportunities

The following are the major opportunities envired by the campus for students:

- Increased awareness of educations in new areas/Municipality.
- KSC is the only degree campus in the Chandragiri Municipality.
- Regarding outer ring road, KSC will be a centre point and accessible to all people living in the Western Part of Kathmandu Valley.
- The growing concerns of the stakeholders are very encouraging and appreciable.
- Learning has got high priority individually or organizational wise.
- There is a big scope to conduct the research works due to heavy research environment and infrastructure.
- Availability of skilled manpower/human resources are another positive dimension of campus.
- New premises and environment will be highly academic rather politics.
- New ways and techniques of teaching, learning and research are being subject of discussion.
- Create opportunities for professional development.
- Make the campus more visible in various ways including the use of social media.
- Build more connections to the Institute versus the individual units.

Threats

- Competitors are growing from national and international perspectives.
- Students are demanding more facilities and research based environment.
- Government intervention is increasing and financing is decreasing.
- Role of affiliating university (TU) is not community campus friendly
- Low enrollment in education is a big threats to the campuses conducting only the education programs

Strengths

What are the key strengths of the campus? The Campus (and the individual units within) is unique in the connection to municipality. Strong partnerships with the municipality, the state, and industry allow for the research to influence policy and to be put into practice. Relationship with the FOE and TU allows researchers to interact with students and

faculty to provide teaching practice and research partners. Vast collections provide rich opportunities for ongoing research.

Weaknesses

What are the real or perceived weaknesses or things that need to be changed?

- Low salaries to the researchers and faculties
- Lack of full time faculties and researchers
- Professional development needed for the concerned individuals
- Lack of promotional paths in the campus
- Location in backward areas of western part of Kathmandu valley
- Concentrating on single stream education where students enrollment is decreasing
- No cash program for greater sustainability
- Lack of physical facilities to the students
- Lack of professional staffs for administrative services
- Lack of sufficient resources to focus on research activities
- Lack of clear vision, mission and goal to achieve its purpose in the new context
- Lack of commitment, and resources for research activities
- Lack of proper staffing and leadership, efficient administration, modern facilities and equipment, and adequate funding to support the work

Priorities are for improvement

What are the top five priorities among these issues or challenges? Improve the connection to campus and to academic units by creating incentives for better alignment

- Develop a clear mission across units that does not homogenize the units and set clear goals, expectations, and challenges.
- Develop a comprehensive HR strategy. Focus on the retention of researchers/staff. Create succession planning by mentoring newer staff members
- Work on setting a clear funding structure that would increase funding to allow for facility upgrades, IT upgrades, and personnel advancement.
- Create an interdisciplinary network for collaboration and communication across Institute units, including environmental conservation, research, and evaluation.
- Improve bottom-up approach rather than a top down approach at the campus level.

Funding Need and Request to the UGC

KSC through the Research Management Cell involved its faculties and students in systematic way and conduct the research activities in the campus. KSC on the regular basis has been allocating around 3% in its annual budget for the promotion of regular research activities. Our publication of research journal is regular and research based. RMC also conducts the external research that has raised the quality teaching and has involved the faculties in research activities. An extension/outreach activity by Masters Degree students in health education is innovative and unique. Besides, KSC also conducts so many similar programs in other areas as well e.g., in community development; training in disaster management; adult education and literacy; blood donation camps through the help of student alumni; AIDS and environment awareness etc.

Collaboration/Networking with other partners such as NGO's; INGO's; and GO's have helped the campus to promote its research activities. Opportunities for such net working need to be explored and materialized for the benefit of the existing and forth coming academic programs, which need extra efforts with financial support.

A realistic and flexible funding plan is needed to sustain core research programs, allocate existing resources, enhance capabilities, and undertake and incentivize new efforts as envisioned in this plan over the next five years. Our teacher preparation programs carefully mentor and support students, both on campus and in their field experiences. Our masters programs provide a wide variety of pathways and environments for educators to improve their practice and research skills. Some more qualified and interested students in our masters programs are engaged in innovative research on critical issues in education and work closely and collaboratively with faculty throughout their program of studies.

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.

Some research activities conducted by the campus are shown in the table below:

Table 6. Research activities by the RMC

Descriptions of work	Year wise descriptions completed by the campus		
	2015	2016	2017
Master's thesis completed during three years	47	37	43
Mini Research Grants for the faculty	1	1	1
Training/symposium/seminar needed for the research students	2	4	3
Journal Publication	1	1	1
Roster training for the faculty	1	1	1
External Research by Cell	1	0	0

Thesis Research

KSC has a long history in Teaching and Research. Students of KSC have submitted the thesis shown in the table below. Others research works carried by the faculty of KSC has not mentioned here.

Table 7: Year-wise thesis approval sheet

Year	Eng. edu	Health Edu	Nepali education	EDPM	Curriculum	Total
2074/75 running	8	23	11	2	0	44
2073/74	13	18	17	7	0	55
2072/073	9	12	11	12	2	56
2071/2072	10	19	9	11	1	50
2070/2071	3	5	5	3	0	16
2069/2070	3	6	6	1	1	17
2068/ 2069	2	7	0	3	3	15
2067/2068	2	0	3	18	3	26
2066/2067	4	4	3	7	1	19
2065/2066	4	5	3	7	0	19
Up to 2065	6	3	5	4	1	19
Before 2064	13	0	20	7	10	50

Total	77	102	93	82	22	386
-------	----	-----	----	----	----	-----

Source: KSC Administration and examination record, 2074

Efforts for empowering team

The campus is continuously making efforts through whatever resources it has to develop its people; this is reflected in Table 6.1.

Table 6.1.: Efforts for empowering team and developing faculties

Faculty Development Programs	No. of Beneficiaries
PhD grants	3
M Phil Grants	5
Mini research grants	13
Study leave	3
Workshop on culture of inquiry	30
Research Methodology Training	20
Thesis Writing Workshop	10
Teaching Practice External Evaluation Workshop- Capacity Building Program- Nepali	05
Teaching Practice External Evaluation Workshop- Capacity Building Program- English	05

Sources: KSC Account and Administration,2074

RMC of this campus proposed budget to the UGC for promoting the research activities in the campus. The details of the descriptions are as shown in the table below:

Table 7.Funding Need and Request to the UGC for promoting research activities

S.N.	Activities	Number	Rate	Proposed
				Expenditure
1	Infrastructure development			
A	Laptops	5	70,000	350,000
B	Computers	1	60000	60,000

C	LCD projector	2	50000	100,000
D	Photocopier	1	25000	25,000
E	Printer	3	15000	45,000
F	Table and sofa set and rack development for Research hall	1	100000	100,000
2	Institutional Capacity Building			
A	Publication of Cell Manuals and Journal	1	100000	100,000
B	Staffs Training and capacity enhancement	3	25000	75,000
C	On Job training to research year students	20	20000	400000
D	Educational Symposium/workshops/seminars and proposal writing training to the research year students	20	20000	400000
E	Faculty participation in international conferences	3	50000	150000
3	Academic/Administrative expenditure			
A	Master's Thesis Abstract Publication	1	150000	150000
B	RMC Profile preparation and Publication	1	100000	100000
C	Stationary	1	75000	75000
D	RMC Restructure	1	50000	50,000
E	Electricity and power backup	1	100000	100000
F	Book Racks	1	50000	50000
G	Research Books and Journals	1	50000	50000
H	Project Development Costs	2	50000	100,000
I	Refreshments and hospitality costs	1	50000	50,000
	Total expenditure			2,530,000.00

Expenditure Plan and Justification

Justification for grants

The list the descriptions of expenditure mentioned below, are essentials to the RMC to enhance the quality of research in the field of academic. The provided descriptions are the part of research activities in the campus. These descriptions are equally important to facilitate different technical and manual operation to conduct the research in this campus. To some extent, these descriptions even promote the novice researchers that build the capacity of research cell of KES. The utilities which are equally important to boost up the research product of the RMC will be well equipped and qualitative in the presence of below mentioned descriptions. The RMC will be able to carry out any kind of national and international educational researches with all these descriptions.

Current expenditure trend in KSC

The major areas of expenditure in KSC are under the following headings:

- Staffs remuneration
- Staffs provident fund expenditure
- Faculty development
- Research and scholarship aids
- Others

The following table reveals the expenditure trend in KSC during three Fiscal Years

Table 7 Expenditures analysis of the last three years

Descriptions of expenditure	2070/71	2071/72	2072/73	2073/74
A. Recurrent Expenses				
Salary	49,23,682.04	50,82,665.40	48,90,476.60	43,28,710
Research and Publication	25,00,155.84	7,54,780.00	5,42,900.00	NA
Others	37,45,000.00	37,44,6711.83	47,43,908.27	NA
B. Capital Expenditures				
Major Infrastructures Development	80,37,449.80	50,99,076.62	96,92,791.04	2526075
Infrastructure Development			7,72,872.81	NA
Equipments		1,93,900.00	7,45,233.00	NA
Books	33,408.00	21,495.00	41,277.73	NA

Others	7984		59,350.8	NA
--------	------	--	----------	----

Expenditure Plan

RMC proposed the five year expenditure plan in the table mentioned below with the details of descriptions.

Table 8: Five Years Plan of Expenditure

Descriptions of works	Five Years plan of expenditure				
	2018	2019	2020	2021	2022
1. Research infrastructure					
Laptops					
Computers					
LCD projector					
Photocopier					
Printer					
Table and sofa set and rack development for Research hall					
2. Institutional Capacity Building					
Publication of Cell Manuals and Journal					
Staffs Training and capacity enhancement					
On Job training to research year students					
Educational Symposium/workshops/seminars and proposal writing training to the research year students					
Faculty participation in international conferences					
3. Academic/Administrative expenditure					
Master's Thesis Abstract Publication					
RMC Profile preparation and Publication					
Stationary					

RMC Restructure				
Electricity and power backup				
Book Racks				
Research Books and Journals				
Project Development Costs				
Refreshments and hospitality costs				

References and Bibliography

Gupta,SP and Baral,BK(2073). Tracer Study Report of KSC Graduate, Graduate Batch 2015. Submitted to University Grants Commission, Nepal.

Ojha,SK(2017): KSC Academic Audit Report-2017: Submitted to Kathmandu Shiksha Campus, Ramshah path Katahmandu.

Gupta,SP,Ojha SK and Baral,BK(2071): KSC Self Study Report-2071: Submitted to University Grants Commission,Nepal.

Shiksha Shastra Saurabh(2017): KSC Thesis Report: Campus Journal, published by Research Management Cell ,KSC Ramshahpath, Kathmandu Volume(18 ,19 and 20).

Pudassaine, D (2072/73) KSC Audit Report (2072/73): Audit Report Submitted to Kathmandu Shiksha Campus.

Kathmandu Shiksha Campus (2072): Annual Report-2072; Published by Kathmandu Shiksha Campus.

Kathmandu Shiksha Campus (2073): Annual Report-2073; Published by Kathmandu Shiksha Campus.

Kathmandu Shiksha Campus (2072): Annual Report-2074; Published by Kathmandu Shiksha Campus.

Kathmandu Shiksha Campus (2074): Account/Administration /Library and Examination; Report submitted to the Campus Chief, Kathmandu Shiksha Campus.