

STRATEGY PLAN-2022-2026

A ROADMAP FOR

ACADEMIC EXCELLENCE



Kathmandu Shikdhs Campus
Chandragiri Municipality-10
Satungal

October 29, 2022.

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**Kathmandu Shikdhs Campus
Chandragiri Municipality-10
Satungal**

Strategy Plan Draft & Review Committee

Sn	Name	Designation	Posts
1	Mr. Shatrughan Prasad Gupta	Campus Chief	Coordinator
2	Mr Basant Kumar Baral	Assist Campus Chief	Member
3	Mr. Guru Prasad Poudel	Member	Member

Intellectual Input:

Prof Dr Madhav Bhattarai

Prof Dr Hemang Raj Adhikari

Prof Dr Prem Narayan Aryal

Prof Dr Basu Dev Kafle

Prof Hari Binod Adhikari

Language Editing:

Ms Sakshi Gupta

Document and Technical Support:

Mrs Anita Bhandari

Ms Minu Keshari Lama

Mr Bikram Biswakarma

Logistic Support:

Saru Sharman

Ramgi Sharma

Preamble

Kathmandu Shiksha Campus (KSC) owes enormous thanks to many people who have contributed to the development of this strategic plan and we thank them for giving so generously of their time and ideas. We began the process of strategic planning more than a seven year ago with five planning committees that met during the (2015–20) academic year.

We must thank to **Prof Dr Madhav Bhattarai, Prof Dr Hemang Raj Adhikari, Prof Dr Prem Narayan Aryal, Prof Dr Basu Dev Kafle and Prof Hari Binod Adhikari** for their intellectual input in developing and revising this strategic Plan.

We express our sincere appreciation to **MP Rajendra Kumar KC, Ms. Rama Ale Magar**(member of Bagmati Pradesh) and **Mr Ghanshyam Giri** (Mayor of Chandragiri Municipality), **Mrs Kanta Bhattarai** former State Minister of Nepal Government.

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Last but not least, we must remember the contributions made by our student leaders **Mr Anuj Chapagain**, **Mr Saughat Karki** and **Mr Tapta Raj Timilsina** and including members of this plan revision team, teachers and experts.

Thank you to the other members of the administration and the well-wishers for the foundational support needed to make this plan possible and look forward to your participation in its implementation.

Acronyms

Teams	Abbreviations
E-libraries	Electronic Libraries
ICT	Information and Communication Technology
R&D	Research and Development
UGC	University Grants Commission
HRD	Human Resource Development
ECA	Extra-Curricular Activities
RMC	Research Management Cell
QAA	Quality Assurance Accreditation
KSC	Kathmandu Shiksha Campus
HEIs	Higher Education Institutions
IQAC	Internal Quality Assurance Committee
OER	Online Educational Resources
TU	Tribhuvan University
BCA	Bachelor of Computer Application
BBS	Bachelors of Business studies
CM	Chandragiri Municipality
HR	Human Resources
SWOC	Strength, Weakness, Opportunity and Challenges
PSC	Public service commission
SC	Service commission

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Executive summary

A great learning institution is made up of a few special elements. Excellent teachers and scholars, Committed students, Skilled and devoted staff, Sufficient and well-managed resources, A sense of community and place, and ambitions that keep pace with the times while holding true to enduring values.

One of KSC' great qualities is our ability to maintain this balance between innovation and fidelity to our core values. It is a type of excellence that has to be continually re-earned, and we take joy in that work. This **strategic plan (2022-2026)**, developed from extensive input of the stakeholders, will help us extend our excellence by:

- ***Defining a new academic excellence:*** Redoubling our commitment to the general education while tapping new opportunities to match emerging academic strengths with global challenges.
- ***Providing a complete education:*** Expanding on what we do best that supports intellectual, personal and professional development.
- ***Expanding access and affordability:*** Further investing in our capacity to attract exceptional students and ensuring their access to all elements of KSC.
- ***Engaging alumni:*** Honoring our graduates as partners by creating new opportunities to engage with KSC, our students and each other.
- ***Substantially increasing our commitments to Sustainability and to Diversity, Equity, Inclusion and Accessibility as fundamental societal challenges:*** Transforming our values into shared commitments by weaving them throughout all aspects of the campus's program and operations.
- ***Caring for the resources we depend on:*** Fully leveraging our most important assets students, facilities and financial resources and stewarding them for the long run.

KSC is a higher education institution run in a community basis. The vision of KSC is to be recognized as an exemplary leading higher education Institution dedicated and

committed to excellence in education, research and innovation that meets the needs of the national and the global community. To meet its vision, KSC has set a mission statement which includes:

- To provide a scholarly and professional environment that enables faculty, students and staff to make lasting contributions to the advancement of knowledge
- To be dynamic, innovative and flexible in devising academic programmes, structures and mechanism
- To produce globally competent graduates having creative skills and ethical and moral values
- To carry out cutting-edge research and development for the benefit of society

The goal is to provide knowledge, skills and attitude require to work actively in the development of the country and to integrate with global community through ensuring equitable access and quality of education. KSC aims at providing necessary quality education to the students using modern Techniques of Teaching/Learning and Technology as an important tool to improve classroom delivery, increase access to learning materials and improve effectiveness and efficiency of overall education (KSC, 2016).

Detail activities and implementation plan will be prepared each year by the concern departments, Cells and Divisions. Doing such, this Strategic Plan provides guidelines and framework. This plan has been prepared through consultative process. Various stakeholders including teachers, educational managers, policy makers and development partners were participated in the plan preparation process. A strategic task force team of the faculties and administrative body of the campus coordinated the whole process of the plan preparation and execution. The draft has been finalized with the input received from concerned stakeholders, and experts.

The key objectives are: To recognize and heighten awareness of the core values of education to the graduate and undergraduate learners, to develop an institutional culture within the campus premises to create sound academic atmosphere and to treat the students with gentle care and encourage feelings of self-worth on them (Aryal, 2049).

By and large, the proposed strategic plan is the roadmap to the way of Quality Accreditation Assessment. It has delineated the strategies for actions. It has also made

SWOC analysis. This planning has some implications for both program and service development, implementation, evaluation and modification. It also aligns with the KSC Vision - 2020. Central to this plan's implementation, an integrated mechanism has to be developed, including resource allocation and assessment cycle. Ultimately, this strategic Plan will give future directions to the KSC in its all programs.

By translating our goals into practical programs over the coming years, we will be equipping KSC to excel once again, in new times: preparing students to thrive and contribute to a changing world while holding true to the principles that make us proud to say, **"We are KSCian"**

Introduction

Kathmandu Shiksha Campus (KSC) is the outcome of the dream of the educationalist of university teachers, with a major concentration to establish a community-based education campus in Nepal. The campus is situated near to Prithivi Highways, at a distance of 0.5 Km to the South-West of Naikap. A dedicated team of the educational professionals was formed in 2047 BS and they established this institution in the academic year 1991 AD. It was established itself as one of the most successful and credible professional education campus of its kind in the Kathmandu Valley. 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 (**Gupta, 2015**).

Since our founding in 1991, KSC has educated tens of thousands of students who have gone on to influential roles in academics, government, nonprofits, business, medicine and the information and technology. We have done so in the belief that a true education transcends career preparation, teaching students to appreciate connections across areas of human knowledge and creativity, and to apply that understanding to their moral, intellectual and social lives, as well as their economic ones.

The success of the strategic plan depends on the quality of our people, our campus, our operations and our finances. We as a community campus have to assume responsibility for caring for those resources. This includes a pragmatic willingness to reconsider our strategic goals if circumstances change significantly (**Kathmandu Shiksha Campus, 2015**).

KSC' success depends on attracting and supporting dedicated teachers who are also outstanding researchers and creators. Our health faculty are similarly devoted to developing the student athletes on their teams and promoting the physical education of all students. KSC is also graced with a skilled and loyal staff, whose duties range from morning to evening for the betterment of the institution .They all are worked with the views that KSC is first.

In short, KSC' most important resource is its people. As an educational institution, we should incorporate learning into all aspects of our operations and should encourage and celebrate professional development. We need a culture rooted in strong performance management, training and support for leaders and managers and a commitment to acquiring new skills as well as encouraging curiosity and informed risk-taking.

KSC also needs to continue actively recruiting a broadly diverse workforce. One of the most effective ways we can do so is by supporting and retaining talented staff and faculty, especially from groups still under represented at the campus. This requires inclusive hiring, assessment, professional development and recognition, along with educational efforts to minimize bias and increase cultural competency.

Finally, KSC needs to communicate expectations for its employees clearly and transparently. Resources should be made easier to find and access, and changes in policies and procedures must be clearly communicated. Staff and faculty should understand how decisions are made at the campus. The campus will further its commitment to these goals by:

- Supporting and rewarding faculty innovation in teaching across their careers;
- Increasing support for research and scholarship, and helping faculty better identify and access outside funding sources;
- Organizing resources to help faculty and staff build capacity as effective leaders, mentors and listeners;
- Recognizing a governance role for staff that acknowledges the diversity of staff roles, perspectives and needs, as well as the unique employment circumstances of staff as distinct from tenured faculty;
- Identifying excellence in management as a goal, and investing in a system of professional development opportunities and standards to support high-quality management across administrative and academic areas, including ongoing training for department chairs;
- Enhancing performance assessment and ensuring regular, meaningful evaluations for all staff;
- Ensuring transparency, including clear communication about how governance operates, decision-making processes, opportunities to contribute and organizational charts or other ways of illustrating reporting relationships.

Context and Rational

A strategic plan provides direction to any institution. Well designed and functional strategic plan stands a backbone of any institution. For higher education institutions, a strategic plan will chart the future course for all foundational and operational elements of a college or university, from academics to the physical plant to student life. Colleges and universities that undertake a thoughtful and realistic strategic planning process can set themselves apart from their peer institutions in higher education, which is extremely important in today's market place where the competition for student enrollment can make or break an institution's budget. At present, the institutions of higher learning across the country are in the process of merging or closing and more are predicted to do so in the coming years. If the findings of the strategic plan are implemented correctly, a college or university can solidify its place in the higher education landscape of the future. Such strategic plan directs an institution to constantly move ahead towards its indented objectives and goals enabling it to meet the standards set in the vision (Gupta, KSC Annual Report, 2018).

In this light, this strategic plan has been developed with a view to materialize its vision, mission and goal focusing on several areas i.e. policy and procedure, teaching learning and evaluation, research and innovation , curricular and co-curricular areas, learning resources, student support, information system and many more. This strategic plan ensures the planned growth and development of the campus.

KSC developed its first strategic plan for the year (2015 -2020) with a slogan of Vision 2020. After reviewing the progress made under the first strategic plan, the Campus Management Committee decided to draft next five year strategic plan (2022 to 2026) of

this campus. Based on the decision of CMC, a series of consultative meetings were carried out with/among CMC members, faculties, students and stakeholders to give a proper shape to this strategic plan. All such discussions have provided ample ways out and possible programs that Campus could adapt for its continuous improvement and innovation in teaching learning and foster the research activities. In fact, such ways out provide and ensure a substantial basis for the campus to adapt, modify as well as improvise the existing practices and culture. The output that has come in the form of strategic plan shall certainly provide a strong basis to prepare competent, qualified and creative human resources to overcome the challenges of life by enabling them to explore the new avenues of knowledge and prosperity. And, this will undouble lead the campus to become a leading higher education institution by inculcating quality education to prepare globally competent human resources for the transformation of Nepalese society.

Purpose of the plan

KSC is one of the prominent institutions that has contributed in the development of education sector by producing trained and skilled teachers in the prolific way. Not only in Nepal but the products of this campus have been enjoying successful life as a teacher even in foreign countries as well. Which is good enough evidence of its excellence.

Despite its contribution and being the first community campus in the sector of education, it is a challenge for to be self-sustained finically. For that the students' enrollment is vital, and keeping that view in mind KSC had decided to focus on multiple discipline rather than depend on single one. So the campus has successfully able to introduced different faculties like Management and Humanities and Social Science of TU. But still there are lot of challenges and to survive and maintain its competitive edge in the market it is

important to keep on learning and develop as a learning organization which can further helps in academic excellence, improved working environment, infrastructure and financial development; sustainability; improved working environment; and most importantly the increment of research activity. The purposes is to take it a little further, a

KSC Strategic also:

- Keeps the Campus in sync with trends within the labor market;
- Serves as a vehicle for program growth in order to provide the best teaching and learning and research experience for both teachers and students’;
- Provides for better faculty and staff development and promotions guidelines;
- Provides a transparent vision for the entire campus to become part of excellence in teaching, learning and research;
- Enhance the use of Information, Communication and Technology (ICT);
- Provide suitable environment and forum for the research activities, and develop KSC as research hub;
- Turning out professionally developed and competent teachers and staff;
- Introducing and running labour market oriented courses;
- Increasing research, development and innovation practices;
- Systematizing financial system and generating resources;
- Enhancing administration, data management and transparency;
- Enhancing physical infrastructure;
- Improving digitalization in academic and management system;
- Enriching community collaboration and enhancing corporate social responsibility

Process of Preparing Plan

The strategic planning process at KSC begins at the CMC level. At first, there was a building construction planning retreat when the Campus' Vision, Mission, Goals and Objectives are reviewed. The CMC formed a strategic plan revised committee consisting of five members. This committee has organized the consultative meetings with CMC, faculties, students, alumni and other stakeholders to accumulate strategic, reshape its objectives and goals. The revised committee organized a workshops with all the concerned stakeholders. The views, ideas, thoughts, concerns and aspirations were collected, compiled, processed and finally incorporated in this plan. The datas and information's regarding enrollment, dropout, and infrastructure were collected from different units like administration, account, library, exam section to analyze the results. The final draft of the Strategic Plan (2022-2026) that incorporates the goals, objectives, activities and budget along with plan of action was submitted to the CMC. The CMC provided suggestions and feedback for further improvement and was approved on Ashoj, 24, 2079.

Participants of the Strategic Planning

Strategic plan has been prepared with the collective participation of Campus Assembly Members, management committee members, social workers, academicians, educationalists, Strategic Planning Review Committee, faculty coordinators, Head of departments, teachers and students.

Stakeholders of the plan

The KSC Revised Strategic Plan should respond the demand of the stakeholders i.e. industry, Nepalese Society, UGC, different level of governments. These stakeholders are

on the demand side to the campus and it is important to understand their demand and to prepare accordingly, and other stakeholder is internal stakeholders consists of management committees, students, staffs parents and various persons related to the campus. The participation of the stake holders and their regular meeting to assess the strength, weakness, and challenges as well as the opportunities of the campus has become a strong base for the formulation of goals. Campus has been giving privilege to educate Dalit, Janajati, socially disadvantaged and marginalized students who are facing the financial problem to uplift their education.

Components of the Strategic planning

The strategic plan includes multiple components with specific purpose. These components are planning tools used either separately or in groups. One of the purposes of the planning process is to ensure these individual components are aligned with each other and mutually supportive elements. In addition to the vision statement, the mission statement, institutional goals, and value statement comprise the supporting references establishing the context for a strategic plan. These supporting elements provide specific points of guidance in the planning process. The vision statement is the expression of institution aspiration, and is based on analysis of the institutions environment.

Institutional goals provide the mechanism for evaluating progress toward the vision. This plan is focused on the following areas;

- Academic expansion planning
- Human resources planning
- Infrastructure development planning
- Financial resource management planning

Section II. Institutional Profiles & Environmental Scanning

Table 1 Institutional Profile of the KSC

SN	Heading Details	Status
1	Name	Kathmandu Shiksha Campus
2	Date of Establishment	Baishakh 15, 2048 BS
3	Legal Status of Campus	Community Campus
4	Affiliated University	Tribhuvan University
5	Type of institution by gender	Co-education
6	Types of the institution by a shift	Morning and Evening
7	Location	Satungal , Semi-Urban
8	Total Area Occupied	About 3 Ropanies

Overview of Campus

KSC is a community campus run by a Campus General Assembly (CGA) which comprises of sound academicians, well-known educationists, high profile social and political leaders and professionals working in the different field. The Campus Assembly elected few CMC members and among the CMC members the executive committee ie the CMC formed as per the rule and regulation of Campus. CMC prepares all necessary policies and approves the annual plans and programs prepared by CMC. Further, the Students Alumni Association formed by the ex-students supports and suggests the campus for its betterment.

Currently, KSC offers Bachelor of Business Studies (BBS), Bachelor of Computer Application (BCA), Bachelor in Education (B.Ed), Bachelor in Science Education (B.Ed

Science), and semester based Master of Business Studies (MBS) and Master of Education in different six subjects.

Highlight of KSC

- Excellent performance in NEB/TU result;
- Outstanding achievements in CA/Public Service Commission/TU Service Commission / Teacher Service Commission and in other Competitive Examinations;
- High student's placement in the top universities of the world;
- First choice of students in Education, Management, Humanities, Social sciences and ICT based educational program;
- Student friendly faculties and management team. High quality service and ICT facilities
- Various youth development programs. Involvement of students in social activities
- Wide range of scholarship schemes and free ship for needy and deserving students with special financial assistance for **(Dalits/Janajati/Disadvantage/ Inhabitants of remote areas/ victims of conflicts)** disabled and financial weak students
- Collaboration with IT Company's, banking sector, cooperate houses, schools, and other organizations for placement of its graduates;
- Facility of online classes for MBS and M.Ed studies;
- Annual publication of peer reviewed Journal (JER: Saurabh);
- Sport meets (Cricket/Basketball/Football, Table Tennis, and other indoor games.

Geographical Settings

Chandragiri municipality is the largest Municipality of Kathmandu District. It was declared as a municipality on December 2, 2014 by merging of 11 former village development committees of the western part of Kathmandu valley. Currently, there was a 15 wards in the municipality. Former VDC like *Baad Bhanjang, Naikap, Balambu, Dahachok, Mahadevsthan, Machhegaun, Matatirtha, Neya Bhanjyang, Naikap Purano Bhanjyang, Satungal, Tinthana and thankot* were merged to form a Chandragiri municipality. The city's main attraction is Chandragiri hill, with cable car Tribhuvan Park, the main entrance of Kathmandu.

Social, Cultural, Economic Status

Catchment areas of this campus are semi-urban very near to Kalinki . Most of the students are from the western part of Kathmandu district. Besides, some students are also coming from the **Dhading, Gorkha, Makwanpur and Nubakot** districts. Mainly the Indigenous, ethnic group, Brahmin, Chhetri, Newar, and Dalit students are studying in this Campus. They are from below the poverty line whereas; the other students belongs to the poor economic condition. The diverse socio-cultural background is the characteristics of this campus.

Educational Status and Scope

The people of this area belong to Newer, Brahmin, Chhetri, Chapang and Tamang community. The general trend of getting higher education is very low. Most of the students are still entering the Kathmandu for search of higher education as few financial strong people go to acquire education in private college. Where, KSC is offering higher

education to the Dalits, Janajaati, Women and the economically weak people, the marginalized society and the students whose academic status is very low.

In this connection KSC has a high scope to cover more students if the mindset of the parents can be changed. Besides, KSC also provide quality education with fully well-equipped lab, library, furniture, building, drinking water and other facilities. As KSC is a new academic institution in the locality, at the present situation, the mindset of the parents are gradually changing and we are achieving good success to increase the ratio of students. In addition, KSC, further, can achieve the goal which is possible by community relation and by the participation of the stakeholders.

Scope of people participation

Community participation means involvement of people with similar needs and goals. Aref (2010) explored the roles of communities in the development of education. The participation of community is issue of global concern. The developed countries communities have already overcome the preliminary issues so the important role in the processes of educational planning and development are significant. But In case of Nepal, Most of the community colleges are suffering from the basic issues like the low internal budget, poor infrastructure, low income, lack of students, low facilities to the faculty and staffs, lack of legal identity, having general programs of education and management, and many more. Community people are supporting in providing land, constructing the college buildings, paying the payment of faculty and staffs and in many areas of college conduction. Community is the most important external stakeholders for the KSC.

As a community campus it is also focused on maintaining the close relationship with the community. There are several people in campus General Assembly representing the community as well as local government and their presence in GM have impacted the decision making when it comes to sustainability of the college. Many parents of the community are also involved in the school in different role, their involvement has helped KSC to enhance academic quality. So, it's very important to have the participation of the community people in the campus activities. Previously, there was a very less participation of community stakeholders while it was conducted through the rented building. But now, the campus has open the door of all the stakeholders through its regulations. Campus has developed the special rule for the participation of community people in its all activities.

Descriptions of the Institution

Historical Background of the Campus

The political revolution in 2046 BS and its effect in the field of education inspired some of the fore-sighted university teachers and educationalists to establish a Campus entirely dedicated to the growth and development of a separate educational institution in Kathmandu Valley. The initiation of founder members (As mentioned in the annex) alone with the hard labor of these thirty-three educationist (Latter Called Guarantor) have got its foundation.

After the restoration of democracy in 1990, few academicians, social workers and educationists felt that the change of society is possible only from education. **Prof Dr Prem Narayan Aryal**, who was affiliated with TU, felt that the establishment of campus in the heart of Kathmandu was very required and could transform the society through

education. He took the leadership and with the support of educationalists and well-wishers and the effort turned to be successful in establishing the campus in the heart of Kathmandu Valley.

After an ample discussion and realization, the preliminary meeting was held in Kathmandu. The meeting decided to establish a campus named Kathmandu Shiksha Campus (KSC) and run classes in **Darbar High School, Ranipokheri** in the Evening Shift. KSC was latter called the night Campus. The next meeting was held immediately which formed an eleven membered Campus Management Committee under the chairmanship of Late. **Prof Dr Rajendra Kumar Rangong**, the well-known educationalists of Nepal. The meeting further decided to appoint **Prof Dr Prem Narayan Aryal** as the Campus Chief of KSC and commenced the Proficiency Certificate Level (PCL) classes in Education, Management and Humanities faculties from the academic session 2050/51.

In the beginning days of its growth, KSC got support from different strata of the community. KSC collected economic support from faculty members, local industries, District Development Committee, Kathmandu, and individuals. The support of **Darbar High School** and **Padmodaya High School** providing its space to run the classes were remarkable. In the preliminary phase, the **CMC** members and the founder teachers contributed voluntarily to achieve academic excellence.

For its infrastructure development of the Campus, KSC purchased 3 ropani land at **Chandragiri municipality-10**, Satungal where an academic building was constructed in the year 2076 BS and an administrative cum library building are under construction with the initial support of University Grants Commission, District Development Committee

Kathmandu, Bagmati Proviance, Member of Parliament **Mrs Kanta Bhattra**, Mr. **Rajendra Kumar KC** and community people. Besides, the CMC organized a seven days Mahayagya to collect the support for building construction. All the faculty members, CMC members, non-teaching staffs, students, parents, and former students were also raised fund for the construction works. The building was not sufficient to run the regular all the classes.

Recently, the campus has developed a plan to construct its academic, administrative, library and hostel buildings. For this, the Campus has developed its Master Plan and acquiring for land support from Chandragiri Municipality. KSC started its academic program with the One Year B.Ed alone with the Proficiency Certificate Level (PCL) in the academic session 2048/49 which at present has extended to BBS, B.Ed., B.Ed-Science, M.Ed and MBS (semester based) and BCA (semester based). The Campus further proposes to extend the other academic programs like Diploma in Civil Engineering, B.Sc.Ag, MBA, BBA and, for this, the Campus has started the internal preparation. The enrollment of students in one Year Bed was 195 and two years Bed it was 226. At the establishment year it was total 421 (Kathmandu Shiksha Campus, 2049). The campus has also made significant progress providing facilities of automated library, well equipped computer lab, EMIS system and support for research activities to the faculties and students.

In order to cover all expenses, apart from students ' fees some teachers committed to teach voluntarily which was mandatory to grant affiliation of the community campuses or any campus wanted to affiliate without deposit. To fulfill the needs of education in the country, KSC was formally established on April 28, 1991.

At first there was only one year B.Ed. program. After that this campus expanded its program to 2 years 3 years and finally converted into 4 years B.Ed. With increasing popularity and demand of the students, KSC further expanding its program and started a Master of Education (M.Ed.) in the year 2055 BS. Ever since the expansion of Master level program, this campus has gained immense popularity and succeeded to establish itself as one of the prominent campuses that provides quality education . As the society demands have changed to cope with the changing circumstance, and realizing that, not only education faculty is enough to meet the students demand, KSC, further extended its academic program by introducing new faculties every now and then. In year 2018 KSC has successfully started its management program in Bachelor level (BBS), Bachelors in Education Science (B.Ed Science) and Bachelor in Computer Application (BCA) in Humanities in the same year 2018 with the affiliation of TU.

The mission of this campus is to prepare highly qualified, competent and skilled human resources to overcome the challenges of the modern world. It enables the students to explore the new avenues of knowledge and prosperity and apply it to real life situation through result oriented teaching, public service, creativity and research works. Further, it aims to create competent, disciplined, innovative and responsible citizens for the nation enhancing the employment prospects of its students ensuring quality education and inculcating ethical and moral values of life. As mentioned in the **Shiksha Shastra Saurabh**, the first Campus Management Committee of this campus was as follows.

Table 2 Campus Management Committee -(2048- 2051)

sn	Name	Designation
1	Dr Rajendra Kumar Rongong	Chairman
2	Dr Hemanga Raj Adhikari	Vice Chairman
3	Kedar Bhakta Mathema	Member
4	Dr Birendra Kumar Malaik	Member
5	Sri Ratna Lal Pradhan	Member
6	Dr Shanti Basnet	Member
7	Keshavanand Giri	Member
8	Dr Madhav Bhattarai	Member
9	Subarna Shakya	Member
10	Hari Binod Adhikari	Member
11	Umesh Shrestha	Member
12	Yagya Prasad Dahal	Member
13	Prem Narayan Aryal	Member- Secretary

Physical Infrastructures

Currently, KSC has one academic buildings with seminar hall and computer labs, digital lab. Infrastructures such as additional classroom, playground, indoor game facilities, well managed canteen and pure drinking water are required for campus to make it well facilitated. Further, every class room has facility of power supply to use multimedia projector while solar power backup are under construction. Likewise, the exiting library hall is not spacious enough and the teaching and reference materials are not sufficient enough though it is already linked with the Central Library. Resources and facilities are

not adequate to meet the need of Open Access Library. Hence it has to be shifted to the library building as soon as possible. Text books, reference books, research journals, database, virtual library, computers should be procured on priority. Road facility is good but it is difficult to the outsiders' students to get easy access of transportation, so hostel facility to the students should be planned and constructed in the plan periods.

Academic Programs and extension Plan

KSC is conducted mostly the outdated academic programs of the TU, where there is a serious lack of the student enrollment. The traditional academic program of TU has saturated the market demand. To meet the need and demand of the market, KSC has proposed Diploma in Civil Engineering under CTEVT, B.Sc-Ag, BBA, MBA, BSW(TU) and many others for which QAA certification is must and urgent need of the campus. The higher education policy is also not community friendly. The community colleges were not getting the academic programs from the affiliating University in priority basis.

Student Enrollment and composition

When the campus was established in 2048 BS, the number of student was increasing and the community people highly believe in the education provided by the campus.

Gradually, with the construction of academic building at Chandragiri Municipality, the local community people started having their concern on it. This resulted in high enrollment including good scoring students. The rapid physical development at Campus has fostered its teaching learning activities. The student enrollment in the three consecutive years have been shown in the table below:

Table 3 Number of students in fy 2079/80

Year	Semester Program – 2079/ 80			Annual Prog- 2079/ 80			
Semester	Semester	BCA	MBS	M.Ed	BBS	B.Ed	Total
1st Year	Ist Sem	35	55	60	108	89	
	2 nd Sem	28	15	34			
2 nd Year	3 rd Sem	30	0	0	60	45	
	4 th Sem	0	0	24			
3 rd Year	5 th Sem	0			22	48	
	6 th Sem	0					
4 th year	7 th Sem	8			16	24	
	8 th Sem	0					
Total		101	70	118	206	206	701

Table 4 student enrollment in FY 2078/79

Semester	Semester	Annual					
		BCA	MBS	M.Ed	BBS	B.Ed	Total
1st Year	Ist Sem	31	22	64	87	78	
	2 nd Sem	0	0	0			
2 nd Year	3 rd Sem	28	0	23	37	37	
	4 th Sem	0	0	16			
3 rd Year	5 th Sem	0	0	0	34	41	
	6 th Sem	0	0	0			
4 th year	7 th Sem	8	0	0	16	23	
	8 th Sem	0	0	0			
Total		67	22	103	174	179	545

Table 5 Student Enrollment in FY 2077/78

Year	Semester Program – 2077/78			Annual Program- 2077/78			
Semester	Semester	BCA	MBS	M.Ed	BBS	B.Ed	Total
1st Year	Ist Sem	28	0	54	65	78	
	2 nd Sem	0	0	0			
2 nd Year	3 rd Sem	0	0	32	23	37	
	4 th Sem	0	0	30			
3 rd Year	5 th Sem	8	0	0	18	41	
	6 th Sem	0	0	0			

Year	Semester Program – 2077/78			Annual Program- 2077/78			
4 th year	7 th Sem	0	0	0	0	23	
	8 th Sem	0	0	0			
Total		36	0	116	106	179	437

The number of student enrollment at KSC is increasing as it has added the various programs.

Curricular Management and Support

KSC is managing curricular activities by managing its Co- curricular and extracurricular activities. In co-curricular activities, KSC tried to foster the intellectual, emotional, social, moral and aesthetic development of the students. Besides, KSC also emphasis on creative, enthusiasm, energetic and positive thinking are some of the facts of personality development and the outcomes of extracurricular activities. To enhance the curricular management, KSC has managing few support in its academic budget.

Teaching learning practices and management

Teaching and learning system can be improved by planning the beginning and the ending of the activities by using teaching tools, making the stages of lesson, evaluation of success and failure of the students and increasing the student's participation on co-curricular and extracurricular activities. All these activities are in practice at KSC with full initiation of campus management committee, Campus Chief and Faculties. Teaching learning practice of this campus is ICT based teaching learning system. It is being very productive to the students in teaching learning practice. IQAC monitors and directs for quality enhancement.

Examination system

KSC is conducting the three terminal examinations for its students in the regular basis.

The first three ranked students from each level and group are awarding the cash prize and the absentees and failure students are called for re-exam in all the exams. The students who are absentee in the terminal exams without pre notice will be fined nominally.

Besides, presentation, project work, assignments are basic criteria for evaluation and it is more applicable in the masters level.

Table 6 Pass Percent at KSC

Sn	Programs	2078/79	2077/78	2076/77	2075/76	204/75
1	BBS					
2	BCA					
3	B.ED					
4	M.ED					
5	MBS					

Human Resources

In KSC, Campus Service Commission (CSC) is the separate wings for the management of human resources applicable for the campus. It acts as human resources (HR) division which supports the achievement of excellence in education, learning and research via the recruitment, retention, reward, recognition. In addition, the division seeks to ensure that the Campus continues to maintain and enhance its reputation as a quality education provider Institutions. Alongside the effective HR policies, procedures and guidelines

being in place throughout the full life-cycle of employment, the division offers a wide range of specialist HR and support services to staff, who are the campus's greatest asset.

Administrative Personals and Staffs

The work efficiency of teaching and non-teaching staffs should be upgraded by integrating ICT in workplace. The campus is planning for fully computerized system making it paperless. Most of the administrative staff requires trainings to enable them to handle computer, advance software.

Campus Management Committee

This campus has 17 members of campus management personals including the chairperson, mayor of Chandragiri Municipality, TU representative and founder member of campus. The name list and the designation of campus management personals are given below.

Table 7 Name list of CMC Members in 2076- 2080

CMC formed On		B.S. 2076 - B.S. 2080
Sn	Name of the	Designation
1	Prof Dr Madhav Bhattra	Chairman
2	Prof Dr Hemang Raj Adhikari	Vice- Chairman
3	Prof Dr Prem Narayan Aryal	Member
4	Prof Hari Binod Adhikari	Member
5	Prof Dr Basu Dev Kafle	Member
6	Mr Ghanshyam Giri	Mayor, Chandragiri Municipality
7	Mr Gauri Prasad Dabadi	Member
8	Mrs Kanta Bhattarai	Member
9	Mrs Kusmila Acharya	Member
10	Prof Maheshawor Naupane	Member
11	Mr Rajendra Bikram Baniya	Member

CMC formed On		B.S. 2076 - B.S. 2080
12	Mr Basant Raj Khatri	Member
13	-----	Member, TU Representative
14	Mr Basant Ku Baral	Member, Teachers Representative
15	Mrs Rama Ale Magar	Hon. Member, MP- Bagmati Province
16	Mr Shiv Kumar Maharjan	C Member- Ward Chairman
17	Mr Shatrughan Prasad Gupta	Member Secretary- Campus Chief

KSC faculties

AS per the KSC current records, the following faculty members are working at KSC under the different departments. We have mentioned their name with designations.

Table 8 Name list of current Faculty Members

SN	Name	Edu	Depart	Gen	Subject	Appoint	Status	Desi
1	Akhilesh Yadav	BE	ICT	Male	Com	2075	PT	Tea Assi
2	Ananda Acharya	MA	Mgmt	Male	Eco	2079	FT	Lecturer
3	Anisha Thapa	M.Ed	Edu	Fem	Eng	2079	FT	Tea Assi
4	Ashik Singh	M.Ed	Edu	Male	EDPM	2072	FT	Lecturer
5	Ayusha Dura	BSc	ICT	Male	Com	2079	FT	Assi Lect
6	Basant Ku Baral	M.Ed	Edu	Male	Hea	2069	FT	Lecturer
7	Bhakta Bdr Shahi	M.Ed	Edu	Male	EDPM	2071	FT	Lecturer
8	Bhanu Bha Sharma	MBS	Mgmt	Male	Mar	2076	PT	Ass Pro
9	Bhim Sapkota	M.Ed	Edu	Male	Eng	2075	PT	Lecturer
10	Binod Thapa	BE	ICT	Male	Com	2079	PT	Tea Assi
11	Bishnu Ku Adhikari	M.Ed	Edu	Male	Hea	2069	PT	Lecturer
12	Bishnu Naupane	BE	ICT	Male	Com	2079	PT	Tea Assi
13	Buddhi Sa Parajuli	MBS	Mgmt	Male	Stat	2079	PT	Lecturer
14	Dilli Raj Belbase	MBS	Mgmt	Male	Acc	2068	FT	Lecturer
15	Bhagwan Aryal	M.Ed/ PhD	Edu	Male	Hea	2068	PT	Ass Pro
16	Shiva Raj Bhatta	M.Ed /PhD	Edu	Male	Phy	2078	PT	Lecturer
17	Gagan S Ayer	M.Ed	Edu	Male	Eng	2068	FT	Lecturer
18	Ghanshyam Bhandari	M.Ed	Edu	Male	Nep	2076	PT	Ass Pro
19	Guru Pra Poudel	M.Ed	Edu	Male	Eng	2068	PT	Lecturer
20	Hari B.Adhikari	M.Ed	Edu	Male	Cur	2049	Part	Professor

21	Koshan Pant	M.Ed	Edu	Male	Eng	2075	PT	Lecturer
22	Krishna Ale Magar	MA	Edu	Male	Nep	2076	FT	Lecturer
23	Lokendra Chand	MBS	Mgmt	Male	HRM	2079	PT	Lecturer
24	Madan Pokheral	MBS	Mgmt	Male	Fin	2078	PT	Lecturer
25	Malati Oli	MA	Edu	Fem	Nep	2079	FT	Lecturer
26	Manoj Bhandari	M.Ed	Edu	Male	EDPM	2071	PT	Lecturer
27	Maya Ku Air	M.Ed	Edu	Fem	Hea	2078	FT	Lecturer
28	Monika Poudel	M Com	Mgmt	Fem	Busi	2073	FT	Lecturer
29	Muna Lamichhane	MSC	ICT	Fem	Pop	2068	PT	Lecturer
30	Ohm Pra Joshi	M.Ed	Edu	Male	Hea	2074	FT	Lecturer
31	Prakash Nauraila	M.Ed	Edu	Male	EDPM	2074	FT	Lecturer
32	Prem S Shrestha	M.Ed	Edu	Male	EDPM	2071	FT	Lecturer
33	Rajendra Pokheral	M.Ed	Edu	Male	EDPM	2072	FT	Lecturer
34	Ram Babu Mandal	M.Ed	Edu	Male	EDPM	2079	PT	Lecturer
35	Ranju Dabadi	MBS	Mgmt	Fem	HRM	2076	FT	Lecturer
36	Sabina Shrestha	MBS	Mgmt	Fem	Fin	2079	FT	Lecturer
37	Sanju Acharya	MA	Edu	Fem	Eng	2079	FT	Lecturer
38	Santosh Acharya	MA	Mgmt	Male	Eco	2076	FT	Lecturer
39	Santosh Pajiyar	BE	ICT	Male	Com	2079	PT	Tea Assi
40	Sharda Pokheral	M.Ed	Edu	Fem	Edu	2075	FT	Lecturer
41	Sharda Shrestha	M.Ed	Edu	Fem	Eng	2076	FT	Lecturer
42	Shatrughan Pd Gupta	MA/ Mphil	ICT	Male	Math	2053	FT	Assi Pro
43	Shiv Pra Timilisina	M.Ed	Edu	Male	Nep	2071	PT	Lecturer
44	Shrawan Ku Mandal	M.Ed	Edu	Male	Eng	2071	FT	Lecturer
45	Subarna Khanal	M.Ed	Edu	Fem	Nep	2076	FT	Lecturer
46	Sujana Shrestha	MA	ICT	Fem	Soc	2076	FT	Lecturer
47	Suraj Ku Bista	M.Ed	Edu	Male	Hea	2077	FT	Lecturer
48	Tilak Bdr Raut	M.Ed	Edu	Male	Nep	2071	FT	Lecturer
49	Yub Raj Devkota	ME	ICT	Male	Com	2075	FT	Lecturer

Organizational Structure of Campus

The apex body of KSC is the Campus management committee which consists of 15 members headed by the Chairman. One member is nominated by the TU while some others are ex-officio members of the campus. Upon the recommendation of the chairman, CMC nominates the Executive Campus Chief among the permanent, senior, dynamic and visionary faculty member of KSC. The other members of the CMC are elected as per the

provision of Campus Regulation- 2049 (Sixth Revision, 2075). In order to carry out its duties and responsibilities, KSC has three major departments: Department of Education, Management and Social Science and ICT. There are different cells and units under these departments. In addition, KSC occasionally forms different committees and tasks-force units to undertake and fulfill various responsibilities. The KSC regulations specifies the provisions for forming different committees and recruiting necessary staff members, hiring service providers, or receiving services of consultants and experts. KSC has the following major committees:

- Teachers Coordination Committee;
- Campus Steering Committee;
- Internal Quality Assurance Committee

Campus Administration

KSC has a huge networks with a lot of people working behind the scenes. Even though the outsiders never meet most of these people. It's important to know about them since they make big decisions that affect the college community. This strategy plan can help you keep track of these important personals who keep the institution across the country running smoothly. The following are the typical players with the main duties and responsibility.

Table 9 Name list of Non-teaching staffs with Designations

Sn	Name	Designations
1	Mrs Anita Bhandari	Accountant
2	Ms Minu Keshari Lama	IT / Exams
3	Mrs Anu Shrestha	Liberian

Sn	Name	Designations
4	Mr Bikram Biswarkarma	Lab Assistance
5	Mr Durga Shrestha	Office Assistance
6	Mr Saru Sharma	Office Assistance
7	Mr Ramgi Sharma	Office Assistance
8	Mr Hari Shrestha	Gate and Security

Academic Management

Academic management at KSC is the most important aspect for regular functioning of the campus. As the picture of whole campus is done on the basis of the academic aspect. If the education system of an institution is good, automatically, students number will be increased and overall aspects will be progressive. Assistance Campus Chief together with the respective head of the concerned departments are responsible for the overall academic management, who are supervised, monitored and guided by the Campus Chief. The daily Academic team at KSC are as follows.

Table 10 Senior Academic Management team

Sn	Name of the officials	Designation
1	Shatrughan Pra. Gupta	Campus Chief
2	Basant Kumar Baral	Assi. Campus Chief- Academic
3	Yub Raj Devkota	HOD – ICT and BCA
4	Dilli Raj Belbase	HOD-Management
5	Omh Prakash Joshi	HOD- Education
6	Suraj Kumar Bista	Coordinator-Member Secretary

Associations

KSC has functional relation with its stakeholders. KSC is a member of Nepal Public Campus Association popularly known as the Association of Community Campus. KSC has inked MoU with Pokhara University, CERID, CINAS, CEDA, Chandragiri Municipality, NREN, Banks, Bishnudevi and Bindabasani Mandir, Munal Club and many other cooperate houses.

Economic and Financial Management

Fixed Assist

KSC has a huge investment in different fixed assets such as land, buildings, office equipment's, furniture and fixer, library, library books, office decorations etc. KSC has invested the following amount in purchasing in fixed assets.

Table 11 Fixed Assets and their valuation as per audit report (FY 2078/79)

SN	Nature of Fixed Assets	Amount (NRS)
1	Land	13,52, 825.00
2	Buildings	2,86,93. 881.00
3	Furniture and Fixture	12,12, 654.00
4	Computer and lab Equipment's	626786. 51
5	Laptops for teaching staffs	10,05,386. 18
6	Others equipment's	24,605.40
7	Motorcycles	3,27,301.80
8	Electrical Equipment's	2,14,571.23
9	Projector and CCTV	3,60,400.88
10	Sound system	127048.01
11	BCA digital lab equipment's	461080. 83
12	Computer Software and others	5,604. 03
13	Total without Depreciations	3.46.37, 225.63

Operational Expenditure trend

The trend of Campus spending (2070-2080): Where does the money come from? Where does it go? What does it buy? To run the campus smoothly and efficiently, it needs various operational expenses such as Salary, Stationery, Transportation and Fuel, Repair and Maintenance, Water and Electricity, Sanitations, refreshments and many others.

These expenses are increasing every year due to the incensement of the number of students. The table below shows the operational expenses at KSC.

Table 12 Campus operational trend at KSC in three Consecutive years

Descriptions items	2078/79	2077/78	2076/77	2075/76
Salary and benefits				
Electricity				
Maintains				
Stationary and logistic support				
Others				
Total				

Sources of Income

The main source of income to conduct this Campus is divided into two sources i.e. internal source and external source. In an internal source, student monthly/ Semester fee, exam fee, registration fee, bank interest and others fees from students are the main titles of income. For an external source regular grants received from UGC and donations are the main sources. Besides, the development grants for the campus are the UGC, Bagmati Province and Chandragiri Municipality. The amount received from UGC as a regular

grants, tuition fee and other organizations are not sufficient to cover the operating and capital expenditure. To manage the physical infrastructures and office equipment's, it needs alternative source of funding beside these grants.

Per Student Costs

A student pay various fees at KSC. They are tuition fee, exam fee, fees for books and reference materials, daily transportations, cafeteria and canteen fees, hostels fees, dress and many others fees which is hidden. But campus is concerned only with the fees paid by a student at the account section. Others fees are considered as hidden fees. So per student costs can be determined by the various ways. In this discussions, we have determined the per student costs as based on the audit report 2078/79.

Table 13 Per Student Costs at KSC

Sn	Descriptions of expenses	Total expenses
1	Regular Expenses with salary	14,362,849.00
2	Development expenses	2,843,965.51
3	Total Expenses	17,206,814.51
4	No of Students in FY 2078/79	524.00
5	Per student Costs with Development	32,837.43
6	Per student Costs Regular only	27,410.02

Financial System of KSC

KSC has followed a double accounting principle. It has been keeping the record of financial transactions day to day in ledger and accounting software both. The annual expenses is done as per the approval of annual budget which included all the expenses done by the campus in the fiscal year. The expenses not mentioned in the budget if

necessary to expense then CMC decisions or the approval is must. Besides, the budget forecast the total revenue as well as the student enrollment in the fiscal year. The campus has been preparing audit report every year and presenting the report to the Management Committee of the Campus. KSC has been following the inventory system every year.

Financial Sustainability Measures Adopted

Financial suitability at KSC is a big challenges. It's under the construction phase. The concentration of the campus management is to finish the construction works as soon as possible with the help and support of UGC, Bagmati province and the concerned CM. Besides, KSC has adopted some measures to be financially sustained. KSC management committee is searching fund to conduct the campus and develop it financial sustained. In regards of internal source of income, Campus has planning to develop the shutters with a view to gain some regular income as a rent and well-furnished it seminar hall for purpose of rent. Besides, KSC has a big source of underground water. It is under the process of developing the Chandragiri. Pure drinking water for alternative source of income.

Research, Innovation, Publications and development

KSC has a well functional Research Management Cell (RMC) which executes all research activities within the campus, collaborative research, journal publication, providing the mini research grants to the faculties, declare the best thesis for awards, recommend the faculties and staffs for the grants of article publication in indexed journal, conducting the workshops and seminars, searching the fund for further collaborative external research and innovation, study report for tracer study, annual report and the academic audits are its major activities and concerns.

To promote research activities among faculty and students, KSC since its establishment allocates necessary fund for research activities through its annual budget. All research activities are integrated and executed by RMC. It makes annual plans for training, workshop & seminar. Proposal are called for productive research from faculty and students.

Extra-Curricular Activities

KSC has been providing both Indoor and outdoor activities as an extracurricular activities. It's well-functioning. KSC is annually organizing the Extra Curricular activities as a regular campus features.

Indoor Activities

Extracurricular activities exist for all students. As directed by calendar or beyond it. Such activities are generally voluntary and social. Students often organize and direct these activities under the guidance of Campus authority, although student-led initiatives, are common too.

Outdoor Activities

Outdoor activities usually refer to organized learning that takes place in the outdoors. Outdoor education programs sometimes involve residential or journey wilderness-based experiences in which students participate in a variety of adventurous challenges and outdoor activities such as educational excursion, survey work, sports etc. are the outdoor subject wise activities of this campus.

Strategy formation areas of KSC

Education sectors have been growing day by day, and there is huge competition on this field. Being a community college KSC can provide quality education in affordable price.

But there are several challenges ahead like to provide a need and skill based education or kind of education that is demanded by the students, parents and a community. Due to the global impact every educational institution should be capable of producing the students those are not capable for national scenario, but also can harmoniously cope and adjust at international level saving one existence. The institution like KSC has to face a challenge in higher education by Universities like TU and NOU, and for secondary level there are several institutionalized schools. The educational institutions with very effective service mechanism will survive in the market and can face growing competition and challenges. Now there is a need for marketing strategies in the field of education. Like education institutions should focus on quality education, but shouldn't forget that the sound infrastructure, sufficient and trained staffs and a good service to parents which is essential for the satisfaction of parents. There are several strategies area KSC should be focused which can be shown by the following table.

Table 14 Strategic Areas of KSC

Strategic Areas	
1. Infrastructural development <ul style="list-style-type: none"> • Construction/civil Work • Procurement of Goods and Services • Landscape Development for new building 	2. Quality Improvement <ul style="list-style-type: none"> • Human resource development • Students performance enhancement • Incorporation of technology
3. Fiscal sustainability <ul style="list-style-type: none"> • Increment of Scholarship Kosh up to 10 million 	4. Equity establishment <ul style="list-style-type: none"> • Priority to females, Dalits and EDJs for the staffs of KSC

Strategic Areas

- Utilization and generation of resources
- Collaboration with Public and Private Organizations
- Support to EDJs students

5. Program expansion

- Expansion of academic program as per the need of Western part of Kathmandu Valley
- Upgrading as a regional research wing
- Developing as a center of technical and vocational

6. Community Involvement

- Provide financial and volunteer support to public and governmental school
 - Provide volunteer service to the victim of natural disaster
 - Collaboration with local organizations
 - Service to the community on need basis
 - Students-Teachers-Guardians Interaction.
-

It is important to an organization to find out their capabilities for that SWOT analysis plays a crucial role not merely for self-evaluating, but this also provides the basis for the strategy.

Section 4: SWOC Analysis

KSC organized a SWOC analysis workshop involving the key stakeholders in discussion and analysis in the campus premises. The workshop was facilitated by Strategic Planning Committee and its members. The members of Campus Management Committee, Hods, Subject Committee Chairman and few senior faculty members, Administration/ non-teaching staffs, representative of the Students Organizations, Teachers' Organization are the main stakeholders in the seminar.

This analysis is an examination of both the positive and negative factors to consider in determining a successful path forward. Positive internal factors are defined as Strengths, with negative internal factors defined as Weaknesses. External positive factors are defined as Opportunities, and external negative factors are defined as Challenges. The Strategic Planning SWOC analysis has determined that the Campus offers quite a few strengths on which to build upon, several weaknesses to be aware of, opportunities that need to be explored, and challenges to be cognizant of. This analysis process has given the Master Plan the foundation to enhance the mission and vision at KSC, and a realistic view of weaknesses and challenges. It also serves as an important guide in determining an effective appropriate prioritization of goals and allocation of resources. A brief summary is given below:

The Process of the Workshop

The workshop began with the remarks of Campus Chief's and the Chairman of the Campus management committee on the purpose and clarification of the program. The coordinator of the Strategic Planning Committee clarified the tasks for the day. Then the participants were divided into different groups of all forum combination. The tasks were

specified and displayed on the board. Each group was assigned to discuss and explore the SWOC of the campus. Then, each of the groups had to present their exploration in front of all participants. There was intensive discussion within the ideas and came to the conclusion. Rest of the aspects such as weakness, opportunities/Gaps and Threat were discussed, explored and concluded following the same process. The major points concluded during the workshop were as follows:

Strengths

- Well experienced and excellent faculty
- Well managed garden and fully safe environment with sufficient gender friendly toilet
- Commitment to Excellence in Teaching, Learning & Research
- Updated Physical Facilities
- Strong Technological Infrastructure
- Regular Internal exams and TU results
- Regular internal examinations and good result in TU
- Diligent students, experienced faculty members, and service oriented staffs,
- Increasing permanent and full time teachers,
- Continuous increment in the number of students,
- Started ICT based teaching and learning system,
- Cordial relation between society and campus,
- Increasing salary and benefits for teachers and staffs

Physical Infrastructure

The workshop concluded that the campus has the scarcity of administrative cum library building, hostel, underground parking as well as the academic rooms for the running programs. Currently, It has a single but well-furnished multipurpose building, but it does not have separate building for library. Computer laboratory is also managed within the

academic blocks. Currently, the computer lab has a capacity of at most 35 computers where 20 computers are in the working condition. KSC has a concept of setting up e-library very soon. Moreover, there is an administrative cum library building under construction. The academic building has sufficient classrooms. Campus is planning for a separate cafeteria. There are some playgrounds such as a basketball court, a T-T court. There is a facility of clean drinking water.

Academic Strengths

The workshop concluded that the campus should add few more cash academic programs for its sustainability. Currently, KSC has incorporated most of the specialization subjects in Bachelor's degree in Education as the provision of TU course structure and curriculum. Along with all the general specialization subjects the campus has been offering the Bachelor in Computer Application (BCA) and Bachelor in Business Studies (BBS). The campus has launched Masters' program in some specialization areas of both education and Management ie MBS and M.Ed. The campus has adapted dual mode of teaching to reach to the students across the nation. Master's program in English Education, Nepali Education, Health Education, Educational Planning and Management, and the Masters in Business Management are taught via both ODL and conventional modes.

Human Resources

The campus has 30 full time, and 19 part- time teaching faculties. Most of the faculties are dynamic in different areas. They are very energetic and well-exposed. Similarly, there are 8 full non-teaching faculties among them 2 are residential. All the non-teaching staffs are dedicated and task oriented to their responsibilities.

Public Support

The workshop explored that this campus is very lucky to have public support. Being the leading community campus of Chandragiri Municipality, and having the expectation of being a leading education center, the campus has been getting strong public support from its history to present. There is a support of local government and the campus has also received support from all local people, educationists of local area, different forums and organizations.

Students' Enrollment

The campus is accessible for all the students who are from low socio-economic backgrounds. Most of the students are from rural areas. Most importantly, the 75 percent of the enrolled students are girls. Because of the affordable fee structure, it is accessible to all types of so-called Higher Castes, Janajati, Dalits, Simantakrit and Educationally Disadvantaged.

Broad Catchment Area

The groups decided that the catchment area of the campus is broad. There is the possibility of attracting more students from different parts. This will help the campus to offer new programs well.

Peaceful Environment

The campus is far from busy roads and free from all types of pollutions. It is surrounded by greenery forest and located in beautiful landscape.

Weaknesses

The following weaknesses or gaps were explored by the groups:

- Student Retention
- Low Graduation Rates

- Ratio of Full-Time to Part-Time Faculty
- Inconsistent Internal and External Perceptions of Institutional Quality
- Lower than optimal enrollment of Students
- Coordination between Credit and Non-Credit Programs
- Marketing in New Locality
- Shared Governance Structure
- Less non-teaching staffs

Road and Transportation

The campus is connected with a concrete road without street lamps. Therefore, it is problematic to run the campus in evening shift. Due to lack of public transportation system, students have to walk for about ten minutes from main connected road to campus. Because of the lack of means transportation there is the problem of absenteeism. Moreover, the campus is a bit in distant from core market area. There is a problem of costly transportation of the materials for construction.

Lack of Security

The campus is unable to manage full time security guard due to financial constraints. Though it is located at the center of CM, the campus doesn't have good compounding big land, and sufficient space for the protection of its resources so, there is a little thread of being insecure. Due to the lack of street lights, the girls students feel insecure to walk along dark road alone in the early morning. It directly and indirectly affects the campus program.

Lack of Regularity and Timely Admission

The campus has been facing the problem of irregularity of the students. Those students who admit in bachelors' first year will gradually drop out the campus because of different

reasons. The reasons behind it might be due to their marriage, or due to the jobs or due to other reasons. Untimely admission of the students creates problems in teaching and learning and other extra-curricular programs which directly affect the quality and the result of the campus.

Accountability among Departments

Weaker accountability among departments, department heads and members is one of the main weaknesses of this campus. The discussions, the sharing of experiences is less organized in departments.

Lack of Health-care/Security Center

There is a lack of functional health-care and security center within the campus premises. It is very difficult to reach student to health-care center if they immediately fall sick. In the time of examination and some important events such as students' election, the security force should be invited from the downtown. The campus has been facing these kinds of problems from the past to present.

Lack of Well-equipped Seminar and well-resourced Classrooms

The campus does not have any well-equipped seminar and training halls, well decorated classrooms though it has a well-furnished Auditorium and Assembly-hall and some classrooms with multi-media projectors. There are attached desks and benches in two columns in each classroom. It creates problems to conduct group works, project works and other student-centered teaching techniques. There is a lacking of using IT facilities to the faculty members for the proper use of electronic devices during the training and workshops.

Lack of Subject-wise Resource materials

The campus has general library where the students and teachers find subject-wise books and reference materials. But it lacks subject-wise encyclopedia and dictionaries and open access to all e-learning materials.

Political interference and the Students/Teachers' interruption

The campus is knowingly and unknowingly suffering from the political division among the students and teachers. The students and teachers are sometimes encouraged to do unhealthy competition and create a little barrier in the campus environment for their ideological interest.

Lack of Research Environment

Although the faculties of the campus are interested to carry out some sorts of researches, the Research Management Committee could not create the research environment. There is a research committee but it hasn't performed any remarkable work except wasting their terms uselessly. The RMC should be in form not in substance to carry out the research activities in the campus.

Lack of Differently-able Friendly Environment

There lacks differently-able friendly environment in the campus. Presently the campus has realized that there is the necessity of differently-able friendly buildings, pavement to go from one to another, classroom settings, teaching and learning materials in the changing context.

Opportunities

- High School Program Expansion
- Entrepreneurial Training and Programs
- Additional Online Courses & Opportunities for Faculty and Students

- State of the Art Student Academic Support Services
- Collaborative effort between academic affairs & student development
- Create a Commercial culture characterized by public/private strategic partnerships to diversify sources of income and increase organizational responsiveness to a changing environment
- Create values for the educational benefits of diverse ideas, peoples, and cultures.
- Articulated in its principles, adopted by the CMC, diversity enlivens, the exchange of ideas, different scholarship schemes, and contributes to just engagement in the nation's communities.
- Civil discourse and ethical behaviors that advance learning, discovery, and engagement. Integrity demands maintaining standards of personal and professional behavior in the highest order
- High performance, appropriate responsibility, and accountability for sustainability.
- KSC can be a leading institute as an educational and research resource center for other colleges, higher secondary schools, and other educational institutes located in the Chandragiri Municipality.
- KSC can enroll the quality high level human resources in different subject areas due to broad Catchment areas
- KSC has the opportunity of being a well- established center for open, distance and online learning programs in and out of the country.
- KSC can uplift the economic status of local community.
- KSC has high possibility of income generation by establishing a student welfare trust, by starting new programs which are in demand of the students, by taking research projects offered by UGC, TU and other organizations.
- KSC can initiate different training programs for thousands of teachers working in different levels in schools, colleges etc.

- KSC can use the valuable knowledge and skills by hiring the highly skilled human resources of the locality/region that are retired from their regular jobs.
- KSC can bring the positive change in society, politics and economic status of the people and their values and norms.
- The front side of the campus can be utilized for business purposes which help generate regular income.

Challenges

- Inconsistent & Insufficient Local, UGC and Province Funding
- The Low Economy Community areas of CM
- Limited Classroom Facilities & Increased Enrollments
- Online movement – Fully Digitalization of campus activities
- Human resource management and its remunerations and benefits
- Lack of technical and vocational academic programs
- Local level participations/ collaborations/ linkages
- Research /Consultancy and Transportations for sustainability of the campus
- Enthusiastic support from alumni and the various public constituencies.
- Like other sectors of the country, the campus has been facing the challenges (directly or indirectly) caused by the political instability and interference.
- More than 45% of the teaching faculties are working on temporary or contract or part time basis due to the unavailability of the classes. So, it is a challenge to prevent the human resources from being burn out and diminishing in the campus.

- Because of the indiscriminate approval, TU affiliated colleges are mushrooming inner and outer side of catchment area which increases unhealthy competition among the campuses.
- Because of imbalance distribution of specialization in higher education institutions, there is the problem of unequal distribution in students' enrollment in different specialization areas. As a result, some of the subject areas are in moribund state and some are being weaker day by day. And also, there may create problem in human resource management.
- Although there is a support of community, the campus has been facing financial constraints and lack of feeling of ownership from the local community which has great value for the betterment of an institution nearby.
- The geographical landscape is another threat for the campus. There is no provision of public transportation, so the students without having own vehicle feel difficulty to reach at the campus. So, it has created problem in students' number and regularity. The road seems muddy in rainy season and dusty in other seasons. It may cause severe problem if it is not prevented in time.
- The TU calendar is not systematic and it is hard to implement it properly. The ineffective implementation of the calendar may cause harm for the smooth run of the campus and its respective stakeholders.
- One of the most severe challenges to the campus is retaining the students up to the end of the academic programs. Many students enrolled at the beginning drop the classes and academic years looking for job opportunity and the opportunity of abroad study.

From the series of group discussions on SWOC analysis for the basis and caring to be provided for the development of the campus, it has concluded that the campus is in the urgent need of restoring the quality performance and its glorious result of some years back. The common emphasis of all stakeholders is on the institutional development by expanding the existing programs and launching new programs for addressing the demand of the context, generating new sources of income and gaining name and fame in quality education nationally and internationally.

Section 5 Strategic Goals, Objectives and Initiatives

Strategic Quality Objectives of KSC

Table 15 Strategic Quality Objectives of KSC

Strategic Objectives	Course of Action	Frequency	Responsible	Means of Verification
To provide educational opportunity to the larger part of the society	Advertisement, counseling, orientation	Regular	Campus chief	Student enrollment
To increase the number of students	Enhance quality, motivate and explore the potentials of campus	Yearly	Campus Chief	Student enrollment and dropout rate
To increase the attention of society towards college	Activate CMC, mobilize civil society, initiate community support programs	Regular	Coordinator, public relation officer	Positive advocacy from society, frequency of guardians campus visit
To increase the pass out percentage of student	Quality teaching, conducive learning environment	Regular	HODs	Internal and final exam result
To increase the resource mobilization capacity of campus	Develop plan Establish relation with donor agency, submit proposal, coordinate with local bodies and other support organizations	Regular	Assistant Campus Chief	Support and donation amount/earning of campus
To increase the national and international relation of the campus	Correspond, MoU, website development	Regular	Coordinator, Relationship building officer	Agreement and MoU between the organizations
To carry out research oriented activities	Establish research promotion fund, promote teacher and student on research, submit proposal to donor agency	Regular	Chairman Research Management Cell	Research plan, fund mobilization and support from other institution
To increase participation on social issues	Do agreement with other institutions, work for people with hardship	Half yearly	Assistant campus chief	Work plan, progress report, feedback of beneficiaries
To modernize and advance library service	Construction of library building, using modern technology on library, increase number of books and other materials	Monthly	Library Advisory Committee	No of books, book users, records management, equipment of library
To increase the access of student on international language	Establish international language lab,	Yearly	Faculty chief	Materials, curriculum, student enrollment,
To increase the access of student on advanced knowledge	Additional curriculum, internet facility, e-library, use of multimedia etc	Regular	Assistant campus chief	Use of modern technology, types of technology used

and modern technology				
To promote quality teaching	Training to teacher, seminars, exposure visit	Regular	Subject committee chief	number of training, seminars, visits and produced results
To enhance and upgrade infrastructures for conducive teaching learning environment	Construction of additional and modern building for lab, administrative building, hostel, and make existing facility more sophisticated	Periodic	Campus Chief	Number of additional construction, upgrade in facilities
To increase students participation in teaching learning activities, extracurricular activities	Develop extracurricular calendar, orient student on contemporary issues, involve student in decision making and creative works	Regular	Coordinator, extracurricular activities	Related calendar, progress report, students satisfaction on survey report
To generate additional resources for advancing institution	Drop proposal to institutions, furnish resource mobilization plan	Yearly	Campus chief	Resource support from others and increased income
To introduce additional programs, technical programs, research oriented and job oriented programs in campus	Introduce technical streams, additional programs which are job oriented and more productive	Regular	Campus Chief	Introduced additional programs and student attraction
To attract more competent and professional human resource towards college	Good facility, attractive subjects, define screening process and institutional goodwill	Regular	Campus Chief	Entry of human resource with merit list
To attract merit student, disadvantaged community student and marginalized students in college	Quality education, high pass percentage, attractive subjects, competent teachers and modern administration	Yearly	Assistant Campus Chief	Number of merit students enrollment
To produce competent and dedicated human resource with high morale for nation building	Good management, inject moral values through additional courses	Regular	HODs	Involvement of pass out student on job, prestige of pass out student in society and student satisfaction survey
To make this institution center for educationalist and light for education civilization	Drive to university and reputed research Centre	Long term	Campus chief	Research product, upgrade of campus
Upgrade campus services	Good toilet, safe water, 24 hours electricity supply	Yearly	Administrative assistance	Service sufficiency and quality service, students satisfaction
To keep campus environment clean, safe and education friendly	Make building, furniture, logistic student friendly, develop regular cleaning routine and waste disposal	Regular	Coordinator, environment	Friendliness, student perception survey, attraction

	mechanism, trained staff and orient student about environment, develop greenery environment		upgrading committee	of student towards college
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KSC Five years Strategic Planning

Table 16 KSC Strategic Plan

	Descriptions	Year-wise Plan				
		Ist	2 nd	3 rd	4 th	5 th
Vision	To be recognized as an exemplary leading higher education Institution dedicated and committed to excellence in education, research and innovation that meets the needs of the national and the global community.					
Years		022	023	2024	025	026
Mission	<ul style="list-style-type: none"> To provide a scholarly and professional environment that enables faculty, students and staff to make lasting contributions to the advancement of knowledge To be dynamic, innovative and flexible in devising academic programs, structures and mechanisms. <ul style="list-style-type: none"> o produce globally competent graduates having creative skills and ethical values To carry out cutting-edge research and development for the benefit of society 					
Goal 1	Development of Professional Competence of Teachers and Staffs					
Objective 1.1	Organized short term and long term and professional development training for CMC members, faculties and staffs of KSC					
Strategy 1.1.1	Curriculum and Syllabus orientation for teaching staffs					
Strategy 1.1.2	Digital Instruction, Engagement / Management, and Leadership Training for Teaching Staffs					
Strategy 1.1.3.	Online/Blended Learning Training / Basic Computer Training (Word/ Excel/ Power Point/ academic resource browsing) for Teachers and staffs					
Strategy 1.1.4.	SPSS, E-Views and Basic Computer skills Training for staffs and students					
Objective 1.2.	M.Phil/PhD. Study Opportunities for the Faculty and staffs					
Strategy 1.2.1.	Grants for M.Phil. and PhD. Studies- Regular and Partial Support					
Strategy 1.2.2.	Incentives for the Publication of Research Articles in Indexed Journal					
Objective 1.3.	Nurtured Technologically Sound Faculty , Staff and Students					
Strategy 1.3.1.	Incentives for Internet Facility to faculty and staffs					

Strategy 1.3.2.	Labtop facilities to all the faculty, staffs and BCA students.					
Strategy 1.3.3.	Use of E-Resources for teaching learning					
Strategy 1.3.4.	Student Centered Teaching Learning in all level of education					
Objective 1.4.	Fostered Pedagogically sound faculty in all level					
Strategic 1.4.1.	Online/blended Instructional Engagement and Assessment training					
Goal.2	In Depth Analysis of the Labor Market relevance and outcomes of Higher education provided by KSC					
Objective 2.1.	Work to attain higher education qualification to all its graduates and reduce the dropout rate					
Strategy 2.1.1	Produce graduates with strong technical, professional and discipline-specific knowledge and skills, whatever their field of study					
Strategy 2.1. 2.	Internal Exam and feedback based on result analysis and group/ individual counseling					
Strategy 2.1.3.	Short term skill training for students Such as. 1) Banking training, 2) Insurance Agent training, 3) Accounting package and software training (Tally) 4) Public speaking and anchoring training, 5) Language editing translation training , 6)Teacher/ Montessori Training, 7) Peer Teaching 8) Proposal and Report Writing Training 9) Secretarial Training 10) Academic Writing Training 11) Presentation Skill Training					
Strategy 2.1.4.	Involvement of Student Quality Circle and student Committees					
Objective 2.2.	Social Benefits of higher education					
Strategy 2.2.1.	Engaged students for greater civic participation					
Strategy 2.2.2.	Develop the mechanism to reduce the dropout at KSC					
Goal 3	Carrying out Research and Innovation at KSC					
Objective 3.1.	Enhanced capacity of faculties and staffs, students for carrying out research activities					
Strategy 3.1.1	Research Methodology Training to all faculty, staffs and students					
Strategy 3.1.2	Incentives for the publication of research based article in indexed journal					
Strategy 3.1.3	Mini research grants for the faculty and staffs					
Strategy 3.1.4	Provided the best thesis awards to the research year students					
Strategy 3.1.5	Provided the faculty research grants to the faculty					
Objective 3.2.	Instigated collaborative research and publication					

Strategy 3.2.1	Collaboration with concerned parties for the promotion research activities in the Campus					
Strategy 3.2.2	Caring out the external research with collaborations					
Goal 4	Sustainable Resource Generation					
Objective 4.1.	Ensured financial sustainability					
Strategy: 4.1.1.	Development of a systematic fee collection mechanism					
Strategy 4.1.2.	Relation with Development Partners including UGC, Province government, Municipality, I/ NGOs and Private/ corporate sectors for development and innovation					
Strategy 4.1.3.	Establishment of Scholarship Kosh and granting Scholarships for the needy and deserving					
Strategy 4.1.4.	Commercializing KSC's intellectual property assets					
Strategy 4.1.5.	Pursuing joint ventures with public and private entities for income generating activities					
Strategy 4.1.6.	Identify commercialized intellectual property assets					
Objective 4.2.	Enhanced resource generating system in the campus					
Strategy 4.2.1.	Provide income generating short term trainings					
Strategy 4.2.2.	Fostered the research, collaborative and Consultancy Service					
Objective 4.3.	Systematic payment system					
Strategy 4.3.1.	Timely salary/ benefit payments to the stakeholders					
Strategy 4.3.2.	Adopting the banking payment system (No cash flow directly)					
Strategy: 4.3.3.	Monitor and evaluate financial administration					
Goal 5.	Enhanced Administration and Data management and Transparency					
Objective 5.1.	Enhanced Administration					
Strategy: 5.1.1.	Development of the Paperless Administration					
Strategy 5.1.2.	Short term training for admin staff					
Strategy 5.1.3	Technology based EMIS					
Strategy 5.1.4.	Training/ Orientation for staffs on EMIS					
Objective 5.2.	Enhanced transparency in the campus					
Strategy 5.2.1.	Dissemination through website					
Strategy 5.2.2.	Social Auditing					
Strategy 5.2.3.	Dissemination of reports in Public meetings					

Strategy 5.2.4.	Dissemination through the online news portal					
Goal 6:	Enhanced Physical Infrastructure of the Campus					
Objective 6.1.	Developed Infrastructure support for teaching learning activities					
Strategy 6.1.1	Land purchase and lease management for Co- curricular activities					
Strategy 6.1.2	Development of Computer Lab/ Digital Lab/ Science lab					
Strategy 6.1.3	Construction of Administrative cum library Building					
Strategy 6.1.4.	Construction of Underground Parking					
Strategy 6.1.5.	Construction of Separate Girls and Boys Hostel					
Strategy 6.1.6.	Separate Rooms for staffs, Departments and Cells					
Objective 6.2.	Enhanced library and learning resources					
Strategy 6.2.1.	Rack, reference book, text book					
Strategy 6.2.2	development of E-Library, Open Access to library					
Objective .6.3	Developed infrastructure for ECA					
Strategy 6.3.1	Playground ,Basketball court, TT court management plan					
Strategy 6.3.2.	In-house ECA Activities					
Objective 6.4.	Developed infrastructure for student, staffs and faculties					
Strategy 6.4.1.	Gender Friendly Toilets					
Strategy 6.4.2.	Drinking Water (Euro guard/reverse osmosis) facility					
Strategy 6.4.3.	New structure formation for Canteen Enhancement					
Strategy 6.4.5.	Construction of gender friendly Changing Room					
Objective . 6.5.	Developed infrastructural support for economic sustainability of the campus					
Strategy 6.5.1	Shutter construction for regular income					
Strategy 6.5.2.	Public use of seminar hall on rent					
Strategy 6.5.3.	Water distribution for public use					
Goal 7	Enriched community collaboration and enhanced corporate social responsibility					
Objective 7.1.	Enhanced relationship with different organizations/ institutions/ Community Schools					

Strategy 7.1.1.	MOU/ MOA or formal relation with foreign Colleges and HEIs					
Strategy 7.1.2	MOU/ MOA or formal relation with private public organization such as Co- operatives, schools, Hospitals					
Strategy 7.1.3	MOU/ MOA with national universities and colleges					
Objective 7.2.	Enhanced community participation and CSR					
Strategy 7.2.1.	Reform CMC/ Campus Assembly Committees					
Strategy 7.2.2.	Community/ Voluntary work					
Strategy 7.2.3.	Feeder Schools campaigning for high enrollment					
Strategy 7.2.4.	Scholarship for students from deprived Community					
Strategy 7.2.5.	Training for neighboring Head Teacher and other staffs					
Strategy 7.2.6.	Library sharing with other institutions					
Strategy 7.2.7.	Feedback systems for Public interference					
Goal 8	Improved digitization in academic and management system					
Objective 8.1.	Enhanced digital infrastructure in the Campus					
Strategy 8.1. 1	Add Led Smart Boards					
Strategy 8.1.2	Upgrade computer labs					
Strategy 8.1.3	Upgrade digital zoom studio					
Objective 8.2	Enhanced blended mode of teaching					
Strategy 8.2.1	Develop LMS					
Strategy 8.2.2.	Easy Access alternative mode of teaching					
Objective 8.3.	Digitization of learning resources					
Strategy 8.3.1	Implement of learning resources					
Strategy 8.3.2.	Develop audio/video teaching materials					
Goal 9	Clint Centered Governance					
Objective 9.1.	Providing the quality frontline service					
Strategy 9.1.1.	Recruitment and retention of high quality administrative staff					
Strategy 9.1.2.	Massive capability building for young qualified staffs					
Strategy 9.1.3.	Systematic mentoring of younger staff with potential					
Strategy 9.1.4.	Improved health and safety benefits and rewards system					

Strategy 9.1.5.	Enhanced feedback mechanisms					
Goal 10	Versatile Spaces for Research, Innovation and Extracurricular activities					
Objective 10.1.	Campus Development Plan					
Strategy 10.1.1.	Review and survey existing land use by the campuses					
Strategy 10.1.2.	Propose land for expansion and development					
Strategy 10.1.3.	Review and revisit campus development blue print					
Strategy 10.1.4.	Create an updated design blueprint for KSC buildings and landscapes for all activities					
Goal 11	Strong Alumni Engagement					
Objective 11.1.	Organizational Strengthening					
Strategic 11.1.1.	Create ways for in-campus alumni to forge closer relationship within alumni Association.					
Strategic 11.1.2.	Bridge local and international alumni to the Campus					
Strategic 11.1.3.	Formally organize alumni meetings and Association					

Funding the Strategy Plan

As stewards of the financial resources that keep the campus running and enable us to fulfill our mission, the campus leadership needs to develop a strategy to fund major commitments embedded in this strategic plan, including financial aid enhancements, new academic or co-curricular programs, staffing changes and capital projects.

The most important principle is that the campus should not make any commitments that would imperil KSC's financial health. A second key premise is that we need to balance investments in our future with commitment to affordability today, since both have to be funded from the same large but ultimately limited pool of resources.

To achieve this, KSC needs to maintain fiscal discipline. This includes funding the construction of the academic cum library and other buildings and other capital projects through a mix of debt and gifts and aiming to keep our ratio of debt service to annual spending at or near 10 percent. We also need to proceed cautiously in considering new position requests, while recognizing that some hiring will be essential to support commitments in this plan in addition to our existing academic programs and operations. Financial discipline was highlighted as one of KSC's strengths in our all the audit reports. It sustained us through the financial crisis of the Covid-19 pandemic and we want to sustain comparable discipline for the future. That applies to our commitments in the strategic plan, as well as to routine work. It will not be possible to estimate the cost of commitments in this plan until we translate them into operational terms in the next phase of work. But any effort to do so will have to be rooted in the three options we have for funding new initiatives: increasing resources, reducing spending or a combination of the two.

- On the *revenue* side, KSC benefits greatly from the past and present generosity of our alumni, parents and friends. Many aspects of the strategic plan that are necessary to provide the best education possible for the 21st century will only be realized with their continued philanthropic support.
- On the *spending reduction* side, we need to manage expenses and costs through the annual budget process and identify tradeoffs that help us strike the right balance of existing strengths and new directions. The process cannot simply be additive.

Finally, we must also continue paying close attention to the strength of our endowment as both our most important source of funding and our largest source of risk. If financial circumstances change, the campus will re-evaluate plans to ensure the long-term integrity of our core academic mission.

Table 17 KSC Strategic Five year Budgeting

Five year Budget	Year-wise Plan in FY				
	2022	2023	2024	2025	2026
Curriculum and Syllabus orientation for teaching staffs	50,000				
Digital Instruction, Engagement / Management, and Leadership Training for Teaching Staffs		50,000			
Online/Blended Learning Training / Basic Computer Training (Word/ Excel/ Power Point/ academic resource browsing) for Teachers and staffs		50,000			
SPSS, E-Views and Basic Computer skills Training for staffs and students			50,000		
Grants for M.Phil. and PhD. Studies- Regular and Partial Support	100,000	100,000	100,000	100,000	100,000
Incentives for the Publication of Research Articles in Indexed Journal	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Incentives for Internet Facility to faculty and staffs	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00

Labtop facilities to all the faculty, staffs and BCA students.	100,000	100,000	100,000	500,000	500,000
Use of E-Resources for teaching learning	25,000	25,000	25,000	25,000	25,000
Student Centered Teaching Learning in all level of education	50,000	50,000	50,000	50,000	50,000
Online/blended Instructional Engagement and Assessment training	50,000	50,000	50,000		
Produce graduates with strong technical, professional and discipline-specific knowledge and skills, whatever their field of study	100,000	100,000	100,000	100,000	100,000
Internal Exam and feedback based on result analysis and group/ individual counseling	20,000	20,000	20,000	20,000	20,000
Short term skill training for students Such as. 1) Banking training, 2) Insurance Agent training, 3) Accounting package and software training (Tally) 4) Public speaking and anchoring training, 5) Language editing translation training , 6)Teacher/ Montessori Training, 7) Peer Teaching 8) Proposal and Report Writing Training 9) Secretarial Training 10) Academic Writing Training 11) Presentation Skill Training	50,000	50,000	50,000	50,000	50,000
Involvement of Student Quality Circle and student Committees	10,000	10,000	10,000.	10,000	10,000
Engaged students for greater civic participation	25,000	25,000	25,000	25,000	25,000
Develop the mechanism to reduce the dropout at KSC	50,000.	50,000.	50,000.	50,000.	50,000.
Research Methodology Training to all faculty, staffs and students	150,000	10,000	35,000	50,000	25,000
Incentives for the publication of research based article in indexed journal	10,000	20,000	25,000	30,000	25,000
Mini research grants for the faculty and staffs	75,000	75,000	75,000	75,000	75,000
Provided the best thesis awards to the research year students	15,000	15,000	15,000	15,000	15,000
Provided the faculty research grants to the faculty	50,000	50,000	50,000	50,000	50,000
Collaboration with concerned parties for the promotion research activities in the Campus	100,000	50,000	50,000	50,000	50,000
Caring out the external research with collaborations		50,000	50,000	50,000	50,000
Development of a systematic fee collection mechanism		25,000	25,000	25,000	25,000
Relation with Development Partners including UGC, Province government, Municipality, I/ NGOs and Private/ corporate sectors for development and innovation		25,000	50,000	50,000	50,000
Establishment of Scholarship Kosh and granting Scholarships for the needy and deserving	100,000	150,000	150,000	150,000	250,000
Commercializing KSC's intellectual property assets			50,000	50,000	50,000

Pursuing joint ventures with public and private entities for income generating activities		50,000	50,000	75,000	75,000
Identify commercialized intellectual property assets		50,000	50,000	50,000	50,000
Enhanced resource generating system in the campus	100,000	50,000			
Provide income generating short term trainings	25,000	25,000	25,000	25,000	25,000
Fostered the research, collaborative and Consultancy Service	25,000	25,000	25,000	25,000	25,000
Monitor and evaluate financial administration	10,000	10,000	10,000	10,000	10,000
Enhanced Administration and Data management and Transparency	10,000	10,000	10,000	10,000	10,000
Enhanced Administration	10,000	10,000	10,000	10,000	10,000
Development of the Paperless Administration	10,000	25,000	50,000	150,000	200,000
Short term training for admin staff	25,000	25,000	25,000	25,000	25,000
Training/ Orientation for staffs on EMIS	25,000	25,000	25,000	25,000	25,000
Dissemination through website	25,000	25000	25000	25000	25000
Social Auditing	10,000	10,000	10,000	10,000	10,000
Dissemination of reports in Public meetings	10,000	10,000	10,000	10,000	10,000
Dissemination through the online news portal	10,000	10,000	10,000	10,000	10,000
Land purchase and lease management for Co-curricular activities	-	150,000	150,000	150,000	150,000
Development of Computer Lab/ Digital Lab/ Science lab	500,000	500,000	500,000	100,000	200,000
Construction of Administrative cum library Building	5,000,000.00	5,000,000.00	-	-	5,000,000.00
Construction of Underground Parking		10,000,000	5,000,000	2,500,000	2,500,000
Construction of Separate Girls and Boys Hostel			3,000,000	3,000,000	3,000,000
Separate Rooms for staffs, Departments and Cells	50,000	50,000	50,000		
Enhanced library and learning resources	50,000	50,000	50,000	50,000	50,000
Rack, reference book, text book	50,000	50,000	50,000	50,000	50,000
Development of E-Library, Open Access to library	50,000	50,000	50,000	50,000	50,000
Developed infrastructure for ECA	100,000	100,000	100,000	100,000	100,000

Playground ,Basketball court, TT court management plan		200,000	200,000	200,000	200,000
In-house ECA Activities	50,000	50,000	50,000	50,000	50,000
Gender Friendly Toilets			100,000	100,000	100,000
Drinking Water (Euro guard/reverse osmosis) facility		250,000	250,000		100,000
New structure formation for Canteen Enhancement	-	500,000	100,000	-	-
Construction of gender friendly Changing Room	50,000	50,000.	-	-	-
Shutter construction for regular income	-	300,000	300,000	-	-
Public use of seminar hall on rent	-	50,000.	100,000	-	-
Water distribution for public use				1,500,000	
Enhanced community participation and CSR	-	10,000	10,000	10,000	10,000
Reform CMC/ Campus Assembly Committees	5,000	5,000	5,000	5,000	5,000
Community/ Voluntary work	5,000	5,000	5,000	5,000	5,000
Feeder Schools campaigning for high enrollment	50,000	50,000	50,000	50,000	50,000
Scholarship for students from deprived Community	10,000	25,000	50,000	100,000.	200,000
Training for neighboring Head Teacher and other staffs	25,000	50,000	50,000	50,000.	50,000
Library sharing with other institutions	-	-	100,000	100,000	100,000
Feedback systems for Public interference	25,000	25,000	25,000	25,000	25,000
Add Led Smart Boards	-	150,000	150,000	150,000	150,000
Upgrade computer labs	150,000	150,000	150,000	150,000	150,000
Upgrade digital zoom studio	150,000	150,000	150,000	150,000	150,000
Enhanced blended mode of teaching		150,000	150,000	150,000	150,000
Develop LMS	-	-	100,000	100,000	100,000
Easy Access alternative mode of teaching	-	50,000	50,000	50,000	50,000
Develop audio/video teaching materials	-	10,000.	10,000.	-	-
Recruitment and retention of high quality administrative staff	20,000	20,000	20,000	20,000	20,000
Massive capability building for young qualified staffs	20,000	20,000	20,000	20,000	20,000

Systematic mentoring of younger staff with potential	20,000	20,000	20,000	20,000	20,000
Improved health and safety benefits and rewards system	20,000	20,000	20,000	20,000	20,000
Enhanced feedback mechanisms	20,000	20,000	20,000	20,000	20,000
Review and survey existing land use by the campuses	50,000	50,000	50,000	50,000	50,000
Propose land for expansion and development		50,000	50,000	50,000	50,000
Review and revisit campus development blue print		50,000	50,000	50,000	50,000
Create ways for in-campus alumni to forge closer relationship within Alumni Association.	50,000	50,000	50,000	50,000	50,000
Bridge local and international alumni to the Campus			50,000	50,000	50,000
Total Expenses	8,010,000	20,055,000	13,060,000	11,345,000	15,265,000
Six Crore seventy seven lakhs thirty five thousands only	67,735,000.00				

Conclusion

KSC has traveled a very long way since 1991. Our campus, curriculum and community today would be largely unfamiliar to our predecessors. But certain essential features would be familiar indeed: our commitment to excellence in general education, our appreciation for the transformative potential of an education rooted in teacher-student relationships, our sense of community and connection which it happens.

This strategic plan is an effort to sustain our distinctive form of educational excellence for the coming decades and amidst enormous changes. It evolved out of a year's worth of exploration and discussion involving faculty, staff, students, alumni, neighbors and community stakeholders. We are grateful to them for their contributions and care.

From those discussions, a number of imperatives emerged:

- KSC needs to affirm our existing strengths while investing in new areas of potential;
- We need to think about learning in a way that blends classroom and research opportunities with lessons gained from vivid life experiences;
- We should think of and value our community as encompassing our campus, our region and our worldwide network of alumni;
- We need to invest in our values and find ways to enact commitments to diversity, equity, inclusion, accessibility and sustainability throughout our work and lives;
- We should balance fidelity with innovation, honoring and expanding on the best traditional aspects of KSC, while evolving to keep pace with the times.

In short, people asked for a plan that envisioned the future wellbeing of KSC as both as a campus and a community. The strategic plan describes a way to do so in a new and very

different era than the one most faculty, staff and alumni have grown up in. The plan is not a rejection of the past just an acknowledgment that KSC has to periodically update ourselves to suit the times. Indoor plumbing and electricity, telephones and tablets, diversity and dreamers all have made a difference in the ways we work, even if the purpose of that work stays the same.

As we turn next to the question of how to realize these goals in operational terms, our job and our calling is to ensure that KSC will continue to educate students to thrive in the world as it is now and as it will become during their lifetimes.

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