

STRATEGIC PLAN 2023-2027 (Revised)



Far Western University JAGANNATH MULTIPLE CAMPUS BAITADI

January 2023

FORWORD

Jagannath Multiple Campus is a leading campus in Baitadi district and it is recognized as one of the model campus in Baitadi district and in hilly region of far western province. It was established as an affiliated campus under Tribhuban University in 2046 named as Jagannath Intermediate college. After that the campus got affiliation of bachelor level in 2055 and named as Jagannath Multiple campus. In different years it got the affiliations of bachelor and masters programs. Recently JMC has been established as the constituent campus of Far Western University since 2075. The Far Western University has started bachelor and masters program in this campus. JMC has proceeded on Quality Assurance and Accreditation (QAA). It has completed SSR and pre visit has been done and the report of pre-visit team is obtained. Though pre-visit has been done due to some financial restriction and the provision of being a constituent campus it is delayed to proceed on QAA further process, it has proceed on re-LOI step and it will complete the QAA process on coming years. JMC has been selected as a model campus form the far-western province and obtaining the support from the ministry of social development higher education section Dhangadi Kailali. The role of JMC to uplift educational wellbeing is historic. It has accomplished several achievements in the five years tenure and it is effortful to keep its historical creditability in future as well by performing various development initiatives. It is going to develop the required physical facilities to conduct technical streams in bachelor level and to add more streams and subject in the masters as prescribed in far western university. It means with the development of infrastructures new programs are going to be added soon. Similarly, regarding teaching learning activities e-teaching system is going to be settled; as all staffs has obtained laptops for their daily activities. It will develop e-library in the future for the development of virtual learning center in the campus.

We want to heartily gratitude to the UGC for the regular support while JMC was as community campus and UGC has been supporting in QAA and other reform programs and provided matching and performance grants under the SHEP program and selected JMC in the recent time ;HIGHER EDUCATION REFORM PROJECT (HERP). We highly appreciate the all long cooperation and genuine support provided by UGC. It is tough to handle the campus without the regular inspection and guidance of our upper agency, UGC. We express our deep

gratitude to the guardians who donated the valuable land to establish this campus. Similarly our thanks go on the political parties, local bodies, business community, government, donors and guardians who have been supporting this campus directly and indirectly and have promised for the further support.

We highly appreciate the all long cooperation and genuine support provided by UGC. It is tough to handle the campus without the regular inspection and guidance of our upper agency, UGC. The special thanks go to the Far Western University. We express our deep gratitude to the guardians who donated the valuable land to establish this campus. Similarly our thanks go on the political parties, local bodies, business community, government, donors and guardians who have been supporting this campus directly and indirectly and have promised for the further support. We offer our heartily thanks to the all agencies, Officers, local bodies, political leaders, teachers, principles, lecturers, and guardians.

Campus Chief

Abbreviations

Abbriviations	Full forms
Ass.	Assistant
BS	Bikram Sambat
CC	Chamber Of Commerce
DM	Dasharathchanda Municipality
F	Female
FSU	Free Students Union
FW	Far-western
JMC	Jagannath Multiple Campus
Mun.	Municipality
M	Male
NP	Not Published
SN	Serial Number
SWOT	Strength, Weakness, opportunity, threats
TU	Tribhuvan University
FWU	Far Western University
UGC	University Grant Commission

Table of Contents

PART- I.....	1
INTRODUCTION	1
Contexts and Rationale	1
Objectives	3
Process Adopted.....	3
Outline of the Strategic Plan	3
Scope of the Plan	4
PART II.....	4
PROFILE OF THE CAMPUS	5
Overview of catchment area	5
Descriptions of the Institution.....	6
Historical Background	6
Physical Status of the campus.....	7
• Buildings and rooms	7
• Hostel	8
• Road and transportation facilities.....	8
Educational Equipment	9
Books/Journal/ Reference Materials	10
Academic Programme Management.....	10
Academic Programmes	10
Student enrolment of 2078/079.....	11
Result of 2079/080.....	11
Graduate Report of 079/080.....	12
Teaching Learning Management and Practices	12
Use of Teaching Material.....	12
Examination System and Results.....	12
Human Resource Management	12
Institutional Management	13
Institutional Management	13
Teachers/Students Union	13
Economic and Financial Management.....	14
Total Assets of the Campus	14
Income and expenditure of the campus	14

	2
Sources of Income.....	14
Per Student Cost.....	14
Financial System	14
Documentation, Research and Publication	14
Extra-Curricular Activities.....	15
Student Welfare and Scholarship.....	15
PART III	16
SWOT ANALYSIS	16
Strengths	16
Weaknesses	16
Threats/Challenges.....	17
PART IV	19
STRATEGIC PLAN	19
Vision.....	19
Mission.....	19
Objectives	20
Core values and norms.....	20
Commitments.....	20
Strategic Goals	21
Guiding Principles	21
Values/Commitment	22
Overall strategies	23
Sectoral Priorities.....	23
Action Plan.....	24
Strategic Area 1: Quality Improvement.....	25
Strategic Area 2 : Infrastructure Development	26
Strategic Area 3: Extra-curricular Activity and Student Welfare	28
Economic and Financial Management.....	30
Campus- Community Linkage	31
Implementation of Strategic Plan.....	32
Monitoring and Evaluation/Supervision	32
Assumptions/Limitations	32
Campus Land Mapping.....	34

PART- I

INTRODUCTION

Contexts and Rationale

Jagannath Multiple Campus is abbreviated as JMC as a constituent campus of Far Western University with different programs of graduate and under graduate level. It was established in 2046 BS through the great efforts of the community as a pioneering community based educational institution of Baitadi district. However the history of the campus dates back to 2023 BS when initiatives for establishment of a college in the district were taken by the local people. At that time the 77-15-1-1 *Ropnis* of valuable land was generously donated by the residents of *TalliAiet*, *MalliAiet*, and *BhattaGaun* of the Dasrathchand Municipality for the purpose of establishing a college .But owing to the government policy of not allowing opening of campus at that time, the work of setting up of the campus could not go further. At that time opening of colleges through private or community initiative was banned.

Like other district of Far Western Region, Baitadi district has a poor state of educational facilities, particularly the campus level education. At that time people have to go to places outside the district for education beyond SLC. Most of the student who could afford used to go to Pithoragarh in India for college level education. The absence of educational opportunities after SLC in the district created an urgent social demand for establishment of a campus. Consequently the people of Baitadi took the initiative for the establishment of JMC in the district headquarters.

In 4046 BS Proficiency Certificate Level (PCL) courses were started with affiliation from Tribunal University. In 2057 BS classes of bachelor level in the Faculty of Humanities were added .Likewise, bachelor level classes in Faculty of Education were added in 2060 and Management in 2067. A landmark in the history of JMC was achieved in 2067 when Master's level classes in the Faculty of Education were introduced. Now JMC is established as the constituent campus of Far Western University.

Since its establishment in 2046 JMC received financial and other supports from Dasrathchand Municipality and District Development Committee Baitadi up to 2075 . Likewise, community people have also contributed for the campus. Thus the present state of

JMC has been possible due to untiring efforts of political parties, local bodies, business community, government, donors and guardians. But from 2075 it has been established as constituent campus of Far western University. \

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

Based on the Strengths, Weaknesses, Opportunities and Threats/Challenges (SWOT) analysis, core competencies of the organization are identified and future plan are formulated. While formulating a strategic plan it is ensured that the strength aspects of the organization are utilized. On the basis of long term goal, several sectoral goals are formulated. The strategic planning exercise is participatory in nature to ensure the ownership of its stakeholders

In the context of JMC, several factors need to be considered in relation to higher education like quality, physical infrastructure, human resource, financial sustainability and community involvement. The rising expectations of the community on one hand and lack of resources at the disposal of the campus on the other have been a challenge for the campus.

The whole approach toward the higher education of the community is changing. Now people are being more concerned toward the quality than mere acquiring a mere certificate. Likewise educational institutions are also viewed as centers of overall development of the students. The campus has tried to include all aspects relevant to higher education in the planning document

Further, as the country is being restructured on a federal model, educational institutions of the remote area of the country also need new approach to improve the quality of education. It is against this background that the Strategic Plan of JMC (2023-2026) has been prepared for the implementation and improvement the current status of the campus.

Objectives

The overall objective of this revised strategic plan of Jagannath Multiple Campus is to enhance **quality education through** quality human resources development and physical infrastructure, to convert it into a model campus of Baitadi district. The specific objectives are as follows.

1. to analyze the existing context of the campus and to identify key opportunities
2. on the basis of SWOT analysis to prioritize the area basis priorities of the campus
3. to determine the vision, mission, goal and sectoral strategies of the campus
4. to formulate action plan for five years
5. to improve the overall performance of the campus through a phase wise improvement
6. to meet the performance indicators of QAA process on the basis of UGC guidelines.

Process Adopted

The campus strategic plan is prepared with the needed guidance in consultation with the Campus staffs, university, students, free student union and other stakeholders. The individual advices have been collected. The guidance has also taken from the previous strategic plans i.e. strategic plan 2012-2016 and strategic plan 2016-2020 and strategic plan 2020-23. The vision mission and goals are as the Far Western University has determined. Similarly the strength, weaknesses, opportunities and threats as well as the priority areas are contextually discussed in this plan.

Outline of the Strategic Plan

The main text of the campus strategic plan document is divided into four sections .It is preceded by acknowledgements.

Section I: is the introductory part. It contains contextual background of the plan, its objectives, process adopted in the preparation of strategic plan.

Section II: Includes the profile of the campus.

Section II: In this section the Strengths, Weaknesses Opportunities, Threats (SWOT) of the campus are analyzed

Section V: Is the main part of the strategic plan. It includes the vision and mission statements and guiding principles of the campus. Likewise, a five year action plan with details of the yearly

activities, expected results and estimated budget is presented. This parts also contains the assumptions and limitations relating to the strategic plan

Scope of the Plan

The coverage of the Five Years strategic plan includes aspects like physical infrastructure, quality improvement, human resources, organizational efficiency development, extracurricular activities and financing. Likewise, campus community linkage, environmental setting of the campus, along with SWOT analysis is also included in the plan.

PART : II

PROFILE OF THE CAMPUS

Overview of catchment area

Jagannath Multiple Campus is located in the Dasrath Chand Municipality the headquarters of Baitadi district. It lies at a distance of 10 Kms. from the Jhulaghat and Mahakali river in the western border of Nepal. The border town of Jhulaghat in Uttaranchal state is the entry point to India for the people of Baitadi and other hill districts of Far Western Region. Dasrathchand Municipality is named after great martyr Dasrath Chand who was born in Baitadi district. The campus is named after Lord Jagannath whose temple is situated in the municipality.

Gothalapani bazaar of Dasrath Chand Municipality, where the campus is located lies at an altitude of 29°33'35.0"N 80°25'18.3"E, has a pleasant climate and scenic beauty with a panoramic view of Api and Saipal Himal. The place has been an administrative center since Rana rule. The catchments area of this campus covers two municipalities and 4 rural municipality of Baitadi district and some parts of Bajhanag and darchula. The area is predominantly inhabited by Brahmin, Thakuri, Chhetri and Dalits. It has a rich cultural heritage with linkage to the Kumauni culture and traditions. Since ages it has been a place of religious and cultural harmony.

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

Descriptions of the Institution

Historical Background:

Jagannath Multiple Campus was set up in 2046 BS through the efforts of the community is a pioneering community based educational institution of Baitadi district. However the history of the campus dates back to 2023 BS when initiatives for establishment of a college in the district were taken by the local people. At that time the 77 *Ropnis* of valuable land was generously donated by the residents of *Talli Aiet*, *Malli Aiet*, and *Bhatta Gaun* of the Dasrathchand Municipality for the purpose of establishing a college .But owing to the government policy of not allowing opening of campus at that time, the work of establishment of the campus could not go further. At that time opening of colleges through private or community initiative was restricted

Like other district of Far Western Region, Baitadi district has a poor state of educational facilities, particularly the campus level education. At that time people have to go to places outside the district for education beyond SLC. Most of the student who could afford used to go to Pithoragarh in India for college level education. The absence of educational opportunities after SLC in the district created an urgent social demand for establishment of a campus. Consequently the people of Baitadi took the initiative for the establishment of JMC in the district headquarters.

In 4046 BS Proficiency Certificate Level (PCL) courses were started with affiliation from Tribunal University. In 2057 BS classes of bachelor level in the Faculty of Humanities were added .Likewise, bachelor level classes in faculty of education were added in 2060 and management in 2067. A landmark in the history of JMC was achieved in 2067 when master's level class in the faculty of education were introduced. At present it is recognized as the model campus in Baitadi district. Along with the addition of new subject in the campus continuous

efforts were done to construct the physical facilities like class room space, furniture etc. In 2053 BS a 6 room campus building had been constructed with the financial contribution of Daan Bahadur Chand of Baitadi district. Since its establishment in 2046 JMC had been receiving financial and other support from Dasrathchand Municipality and District Development Committee Baitadi .Likewise, community people are also contributing for the campus. But recently in 2075 JMC has been established as the constituent campus of Far Western University. The TU programs are completely phased out from 2078 BS, now it has only FWU programs and functioning under the university authority. Thus the present state of JMC has been possible due to untiring efforts of political parties, local bodies, business community, government, donors and guardians. At present it has been recognized as model campus in the district.

Physical Status of the campus

- **Land**

77 Ropnis of land registered in the name of JMC in the Dasrathchand Municipality in Baitadi district.

- **Buildings and rooms**

Currently there are six buildings. The status of buildings and rooms is presented as:

S.N.	Buildings	N. of Rooms	Rooms used for
1	Building N. 1(Ranadev Building)	6 rooms	Class rooms
2	Building N. 2 (Hall Building)	6 rooms and 1 hall	6 Classrooms and 1 program hall
3	Building N. 3 (Office Building)	5 rooms	Staff room, office room, Guard room
4	Building N. 4(Guest room Building)	2 rooms	1 guest room and 1 for class
5	Building N. 5 (FSU Building)	4 rooms	1 room for FSU and 3 for class
6	Building N. 6 (New Library Building)	1hall with partition and 4 rooms	1 hall with partition library and reading room and 4 for hotel
7	Building N.7	4 rooms 1 storeroom	administration

- **Hostel**

At present there is the facility of hostel inside the campus area for the students who are far from the campus, obedient, regular and from the marginalized community. They are given the high priority. The four room hostel facility has been provided to the students. Campus needs to construct boys and girls hostel.

- **Sports**

For the sport facility various sport materials and spots are available in the campus. There is a new field constructed but due to the heavy rain and landslide the field in slide and filled with mud and stone. There are provisions of volleyball, badminton, table tennis, and other game spots. Similarly, there is provision of indoor games like chess, carom board etc.

- **Road and transportation facilities**

JMC is situated along the main access road on the eastern part of Gothalapani bazaar. The main road passes through the land owned by the campus. An approach road is constructed as RCC (Rain force Concrete Cement) structured from main highway to the campus for vehicular movement. The foot path is PCC structured inside the campus.

- **Drinking Water**

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

- **The Surrounding and Garden**

As the campus owned 77-15-1-1 ropanies of land, the lawns are the sources on income. The surrounding is needed to be fenced to protect the campus properties. There is the sufficient spot to make garden inside the campus, planning is going on to make garden.

- **Toilet Facilities**

The campus has provision of toilets inside the campus premises. At present there are

S.N.	Toilets	No.	Remarks
1.	Toilet	1	Staff
2.	Toilets	3	Common
3.	Toilets	3	Toilets attached with the building
4.	Toilets	2	Boys and girls (attached urinal as well)

- **Furniture**

The campus has furniture and accessories like bench, desk, table, chairs, almirah, teacher racks, whiteboards, computer tables, demo tables etc to meet the basic requirement of the campus. Due to the support of far western province ministry of social development the campus administration building and 2 classrooms and 1 hall are well furnished.

Educational Equipment

JMC has a small computer lab and it is going to develop computer lab soon for that it has applied in various agencies throughout the proposal. Now it has the provision of laptop computers are provided to the individuals for daily activities of the campus, similarly it has desktop computers, multimedia projector and OHP. The projectors are to be installed in the teaching room in the nearer future. Teaching staffs have been using laptop computers for teaching and not teaching staffs have been using laptops for the administrative and accounting tasks, but some of the lap tops are needed to be replaced. Similarly there is on computer lab and 1 ICT room with 4 desktop computers in the campus. The internet access with Wi-Fi is available there in the campus.

Books/Journal/ Reference Materials

There is a library of the campus which is housed in a hall of second floor of the building which is constructed with the matching fund of UGC and campus/DDC. Last year the library block was damaged by a landslide. Since then it is housed in a room of the same block .there are nearly 6500 text books and reference books in the library. The number of books has been increased with the support of UGC SHEP performance grant and with the support of DCM baitadi.. Besides text books and reference books, magazines and newspapers are also available in the library. In the same way last year the Provincial Ministry of Social Development provided different reference books to the campus. The number of books in the library is small to meet the need of the students and teachers. The campus has been continuously trying to add new books in the library though different sources.

Academic Programme Management

Academic Programmes

At present the given programs with different specializations are there in JMC under Far Western University.

S.N.	Offered Programs	Specializations
1.	M.Ed. (Semester System)	Curriculum Planning and Leadership and Nepali Education
3.	B.Ed. (Semester System)	English, Nepali, Mathematics, Economics, Health, Population, History
4.	B.A.	Political Science, Economics, History, Sociology & Anthropology
5.	B.BS.	Account, Marketing and Finance

Student enrolment of 2078/079

Level	Program	yearly/semester-wise number of students								total number of students enrolled
		I	II	III	IV	V	VI	VII	VIII	
Bachelor	B Ed	26	24	36	30	20	12	18	16	
	BBS		47	20	13					
	BBS Yearly		18	50						
	BA						1			

Result of 2078/079

Level	Program	Exam result (Semester/year-wise)															
		I		II		III		IV		V		VI		VII		VIII	
		Total Examinees	Passed	Total Examinees	Passed	Total Examinees	Passed	Total Examinees	Passed	Total Examinees	Passed	Total Examinees	Passed	Total Examinees	Passed	Total Examinees	Passed
Bachelor	BEd	39	1	36	2	25	0	21	2	18	5	17	5				
	BBS	28	0		20	1											
	BBS Yearly			22	0	50	8	27	19								
	BA											1					

Source: result mark laser 2079/080

Graduate Report of 079/080

Level	Graduated number			
		boys	girls	total
Bachelor	B Ed			Result not published
	BBS	4	15	19
	BA			Result not published
Masters	MEd	2		2

Teaching Learning Management and Practices

There are semester system programs in campus, so the communicative approaches are used as prescribed in the curriculum. On the overall, lecture method is the most commonly used for teaching in the campus. However other methods like group discussion, project work, assignment are also used as per the requirement of the course .The method of instruction is Nepali and English both.

Use of Teaching Material

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

Examination System and Results

In semester system there are internal examination conducted internally and Internal assessment, thesis, field work, project work, teaching practices are conducted as per the rule of the respective Dean's Office. The final examinations are conducted by the controller of the Examination FU.

Human Resource Management

There are altogether 14 teaching and 4 administrative staffs in the campus. Among them 12 teachers are full timers, 2 are part times and among administrative staffs 3 are full timer and 1 is part timer.

Post	Numbers				
	PhD	Masters	Bachelor	Intermediate	SEE
Teaching Staffs					
Assistant Professors	1	11			
Non-teaching Staffs					
Head Assistant				1	
Assistant		1			
Office Assistant					2

Institutional Management

JMC is the constituent campus of Far Western University. It has been obeying the rules and regulations of the Far Western University. There are different subject committee and other committees to perform different subjective and administrative tasks.

Institutional Management

JMC is the constituent campus of Far Western University. It has been obeying the rules and regulations of the University. There are different subject committee and other committees.

Teachers/Students Union

Free Students Union and University Teachers Association, JMC Unit have been formed in the campus. Teachers Union and Students Union have been playing important role in the development of the campus.

Economic and Financial Management

Total Assets of the Campus

In the fiscal year 079/080 the total assets of the campus (including bank balance and fixed assets like land and buildings) were valued at Rs. 1,72,36,290.72 Actual market value of the assets is much higher than the book value.

Income and expenditure of the campus

Fiscal Years	Total Income	Expenditure
076/077	1,26,76,091.94	1,03,67,331.25
077/078	1,99,42,652.57	2,05,61,563.47
078/079	1,72,36,290.72	1,83,80,205.13

Sources of Income

JMC receives income from various sources. The regular sources of income are student's fees, university grant hall rent, grass land utility etc. Besides, campus receives salary of teaching and non-teaching staffs from the university.

Per Student Cost

In the fiscal year 078/079 the total expenditure of the campus was Rs. 1,83,80,205.13 and the number of students was 251. The total expenditure per student was Rs. 73,227.91.

Financial System

The financial transactions of the campus are maintained according to Double Entry System. Campus accounts are audited by a registered auditor annually as per the government rule.

Documentation, Research and Publication

The campus has a system of documentation of the campus records. However, the documentation practice currently in use needs to be upgraded and modernized through the computerization of the

office procedures. Research activities are very limited in the campus. Occasionally some teachers write papers relating to socio economic aspect of local relevance for publication.

JMC publishes PRAFUSTHAN the campus souvenir annually. It contains articles and literary works of the students and teachers. A report of campus activities and audit report is also made public through this publication.

Extra-Curricular Activities

Besides the regular academic activities, different extra- curricular activities are held in the campus on a regular basis. The extra-curricular activities are: (1) Games like volleyball, football and cricket (2) Publication of campus souvenir (3) Poetry, essay and quiz contests (4) Cultural programmes (5) Educational tour ,tree plantation (6) Participation local sports competitions (7)

Different activates done by the Free Students Union (8) Indoor games like chess, carom board etc.

Student Welfare and Scholarship

The campus provides scholarships /free ships to meritorious and deserving students. On the overall, 15 percent of the students are given scholarships annually.

PART III

SWOT ANALYSIS

The following are the Strength, Weaknesses, Opportunities and Threats as identified by the stakeholders of the Jagannath Multiple Campus

Strengths

- Campus owns 77 *Ropni* of land along the main road in the prime area of the Dasrath Chand municipality.
- It is the constituent campus of Far Western University.
- It is going to complete the QAA process.
- Selected as model campus from the province in the district.
- Commitment of the political parties.
- Full time subject teachers.
- Significant number of girl students (more than 88 percent)
- Satisfactory pass percentage.
- Qualified and committed teachers.
- Encouragement to student belonging to disadvantaged groups.
- Scholarship to 25 percent students.
- It has computer lab and library facility.
- Greenery surrounding.

Weaknesses

- The land owned by the campus has not been properly utilized due to lack of financial resources.

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

Opportunities

- Sufficient land owned by the campus that can be used for physical infrastructure development and leased for commercial purpose.
- Campus has been successful in gaining cooperation and support of the government, local bodies, donors and the community.
- Possibility of extension of the physical facilities.
- Efficiency of the teachers can be utilized for quality improvement of the campus.
- Possibility of starting PG class in Management and Humanities subjects as well
- Due to affordable fees and quality education, possibility of increasing the students belonging to marginalized community.
- It will be QAA Certified.

Threats/Challenges

- Proper utilization of the land owned by the campus.

- Increasing number of new campus in the district has resulted in decreasing financial support to the campus by the local bodies.
- Meet the performance indicators of UGC to qualify for QAA.
- Professional competency development of the teachers.
- To generate internal budgetary.
- Decreasing number of students.
- Frequent discontent from the students about the lack of extracurricular activities.
- to control students drop- out ratio.

PART IV

STRATEGIC PLAN

Vision

In recent years the campus is concentrated on the improvement of the qualitative education in the running programs and the technical education. Thus in coming years the campus will develop adequate resources and infrastructures to promote the quality in education. The ultimate vision of the campus is to develop overall quality of the education being an Accredited and unique model campus in the nation.

Mission

The missions of Jagannath multiple campus are as follows:

- To create sound teaching learning and suitable internal environment through proper arrangement of sufficient resources.
- To provide rationally and morally developed students convey morel education to the society.
- To provide the **better** opportunities for higher education and increase the pass percentage in alllevels.
- To develop the library resources and the infrastructure of the campus.
- To produce job oriented and self-employment specialization courses of technical education.
- To extent the other faculties and specialization courses.
- To provide the opportunities for higher education to the Dalits, women, Freed boned labors, indigenous, physically defected and ethnic groups in their own native land.

Objectives

The main goal of the campus is to deliver qualitative education according to the needs of the society as well as University.

- I. To produce disciplined, dedicated, honest, qualified and competent citizens.
- II. To conduct various applicable technical streams.
- III. To fulfill the objectives indicated in the given curriculum of different academic programs.
- IV. To increase the enrollment of Dalits, ethnic groups and handicapped.
- V. To ensure the competitive benefit by providing skilled educated manpower.
- VI. To provide higher **quality** education in the district.

Core values and norms

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

Commitments

- We commit to embrace excellence in all that we do.
- We believe in creating dynamic environments that enhances teaching and learning experiences.
- We encourage collaboration, teamwork and cooperation in promoting collaboration, service and community involvement.
- We value the contribution and worth of all for succeeding in a global society.
- We believe in diversifying our financial resource for economic sustainability.

Strategic Goals

The following are the sector specific Strategic Goals (Strategic Development Areas) identified by the stakeholders at the planning workshop

1. Physical infrastructure development
2. Human resource development
3. Quality improvement and programme extension
4. Extra -curricular activities and student welfare
5. Organizational capacity development
6. Financial management
7. Campus-community linkage/community involvement

Guiding Principles

The following guiding Principles have been considered while formulating the Strategic Plan of JMC

1. Development human resource according to the need of the country.
2. To introduce new subjects and new programmes in Bachelors and Masters level as per the need of the community.
3. Create conducive academic environment
4. Professional competency development of the teachers and support staff
5. Use of internal and external resource for the development of the campus.
6. To provide quality education at affordable fees

7. The campus will give preference to those who are under privileged and socially excluded to develop their ability through education.
8. As community owned institution, the campus will maintain close relation with the government agencies, local bodies and the community.
9. Explore the viability of commercial use of land owned by the campus land for resource generation.
10. provide educational opportunities to the students belonging to marginalized groups like *Dalits*, freed *Halia* and women

Values/Commitment

The values/commitments of JMC are as follows

1. We are committed to all round development of the students through quality education
2. As a not for profit, social institution we are committed toward serving the community and we are accountable to the community for our performance.
3. We believe in transparency and good governance.
4. We believe in participatory process, all major decisions of the JMC will be taken with consultation of the stakeholders.
5. The campus commits itself to provide educational opportunities for all without any bias towards caste ,creed, religion, ideology , ethnicity or gender.
6. JMC is committed to impart the sense of national unity among students.
7. We strive to the preserve the rich culture and tradition of Far Western Region.
8. We are committed to the university to fulfill the goals of the far western university.

Overall strategies

To realize the goals of Strategic Plan, the campus will adopt the following overall strategies

- Development of JMC into a model campus of Baitadi district.
- Physical facility and human resource development for quality education.
- Sustained efforts toward cooperation and coordination with government, UGC, political parties, community, local bodies, business community and non- governmental organizations.
- Use of Information Technology in teaching learning process and office administration.
- Focus on individual capacity development of student through academic and extracurricular activities.
- Support to student belonging to marginalized communities and girl students.
- Resource generation through the commercial use of campus assets like land.

Sectoral Priorities

The priority areas are based on the projected expenditure on each sector are:

S.N.	Development Area	Priority
1	Education Quality Improvement	1
2	Infrastructure Development	2
3	Extra-curricular Activity and Student Welfare	3
4	Organizational Management	4
5	Economic and Financial Management	5

6	Community Involvement	6
---	-----------------------	---

Action Plan

In order to realize the overall **Vision** and **Mission** of Jagannath Multiple Campus through phase wise implementation Strategic Development Area identified, the following action Plan covering period of Five Years (2023-2026) has been adopted by campus.

Strategic Area 2: Infrastructure DevelopmentObjective:

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

Strategies:

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

S. N.	Activities	Details\Targets	2023	2024	2025	2026	2027	Total	Budget			Lead responsibility
									Internal	External	Possible Partners	
1	Construction Works	3rd floor completion						6000000		6000000	University	Construction sub-committee
		Ceiling of hall building						3500000		3500000	University	"
		Multi-purpose field						22500000		12500000	Municipality, Ministries	"
		Barbed wire fence construction						5000000		500000	Province govt	campus administration
		Campus Gate						1000000		1000000	Province govt	campus administration
		Canteen						5000000		5000000	Gos, University	campus administration

Strategic Area 3: Extra-curricular Activity and Student Welfare

Objectives:

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

Strategies:

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

SN	Activities	Expected Outcomes	Indicators	Implementation Schedule with estimated yearly cost					Budget (Rs in 000)			Partners	Responsibility
				2023	2024	2025	2026	2027	Total	Internal	External		
1	Sports events	Physical and mental development of the students	No. of sports events held	50	50	50	50	50	400	200	200	Campus	Campus
2	Participation on in regional and national level sports events	Campus student will participate in at least onesport event	No. of events participated	50	50	50	50	50	400	200	200	Univers ity	Campus
4	Campus Annual Day celebratin	Different cultural, literary and sports events held.	No. and types of events held	150	150	150	150	150	750	750		Campus	Campus
5	Campus souvenir publication	(1) Literary capacity of the student developed (2) Community informed about the campus activities	(1)Publicati on of the souvenir	50	50	50	50	50	250	125	125	Campus	Campus
6	Educational Tour	Capacity development of the students	No. of students participatin g in the tour	300	300	300	300	300	1500	750	750	Univers ity	Campus

Organizational Management

Objective:

1. To strengthen the office management and internal working of the campus for effective service delivery

Strategies:

1. Review of administrative procedures and processes
2. Computerization of office system and records
3. Capacity development of administrative staff
4. Regular monitoring and supervision of the campus activities.

S.N.	Activities	Expected Outcomes	Indicators	Implementation Schedule with estimated yearly cost					Budget (Rs in 000)			Partners	Responsibility
				2023	2024	2025	2026	2027	Total	Internal	External		
1	Computer lab reform	(1)Settle lab in new building	Improved lab		250				250		250	UGC	Campus
2	Training related with computer, accounting, record keeping, library management and examination management	(1) Skill development of the administrative staff (2) Better examination Management	No. of staff trained		150	150			300	150	150	University	Campus

Economic and Financial Management

Objective:

Effective utilization of financial resources and expand resource base of the campus

Strategies:

1. Commercial Utilization of the land owned by the campus
2. Explore additional sources of finance
3. Increase student enrollment

S.N	Activities	Expected Outcomes	Indicators	Implementation Schedule with estimated yearly cost					Budget (Rs in 000)			Partners	Responsibility
				2023	2024	2025	2026	2027	Total	Internal	External		
1	Initiation for raising additional resource from local bodies and other stakeholders	Additional source of up to Rs. 20,00,000 generated annually	Amount raised										
2	Increase in student enrollment	Additional annual fees amounting to Rs 500,000 collected	100 more students enrolled annually										
3	Generate resource by giving campus facilities on rent	Up to Rs 100,000 earned as rent annually	Amount receives from hall rent and play ground rent										
4	Provision of Provident Fund for campus teachers and other staff	Higher motivation among teachers and admin. staff	Amount contributed by the campus for Provident Fund	10 percent of the salary contributed by the campus as provident fund									

Campus- Community Linkage

Objective:

To improve campus –community relationship

Strategies

1. Students and teachers participation on social activities in and outside the campus
2. Form Campus Alumni Association (Ex- students Association)
3. Provide freeships and scholarship to poor and needy student

S · N	Activities	Expected Outcomes	Indicators	Implementation Schedule with estimated yearly cost					Budget (Rs in 000)			Partners	Responsibility
				2023	2024	2025	2026	2027	Total	Internal	External		
1	Organize guardians meeting annually	Guardians informed about the campus activities and feedback received from them	No.of guardians attending the meeting	10	10	10	10	10	50	25	25	campus	Ca mpu s
2	Annual Report and campus bulletin publication	(1)Community informed about the campus activities (2)Financial transactions of the campus made public	No.of bulletins distributed	20	20	20	20	20	100	50	50	campus	
3	Student participation in local fairs and festivals as volunteers	Better campus image among the community people	No. of events participated	10	10	10	10	10	50	25	25	Campus	
4	Formation of Campus Alumni Association	(1)Campus ex- students are organized (2) Provide support to the campus	No.of ex-students joining the Alumni Association									campus	
5	Cleanliness campaign in the Dasrath Chand Municipality area by the campus students(2 events annually)	Improved relation with the community	No. of events held	5	5	5	5	5	20	10	10	UGC	

Implementation of Strategic Plan

The campus ensure the effective implementation of the strategic plan to achieve the goals envisioned. On the basis of the overall plan the campus will formulate the annual implementation plan at the beginning of each fiscal year. The participation of the stakeholders will be ensured in each phase of the plan implementation .There will be procurement unit and other implementation committees to support overall implementation.

Monitoring and Evaluation/Supervision

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

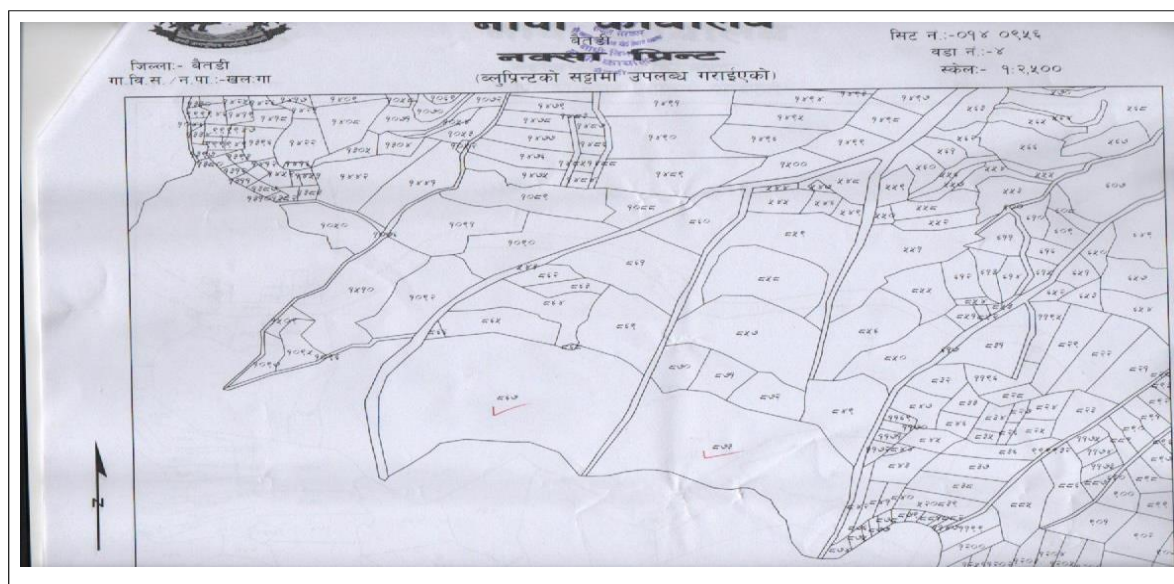
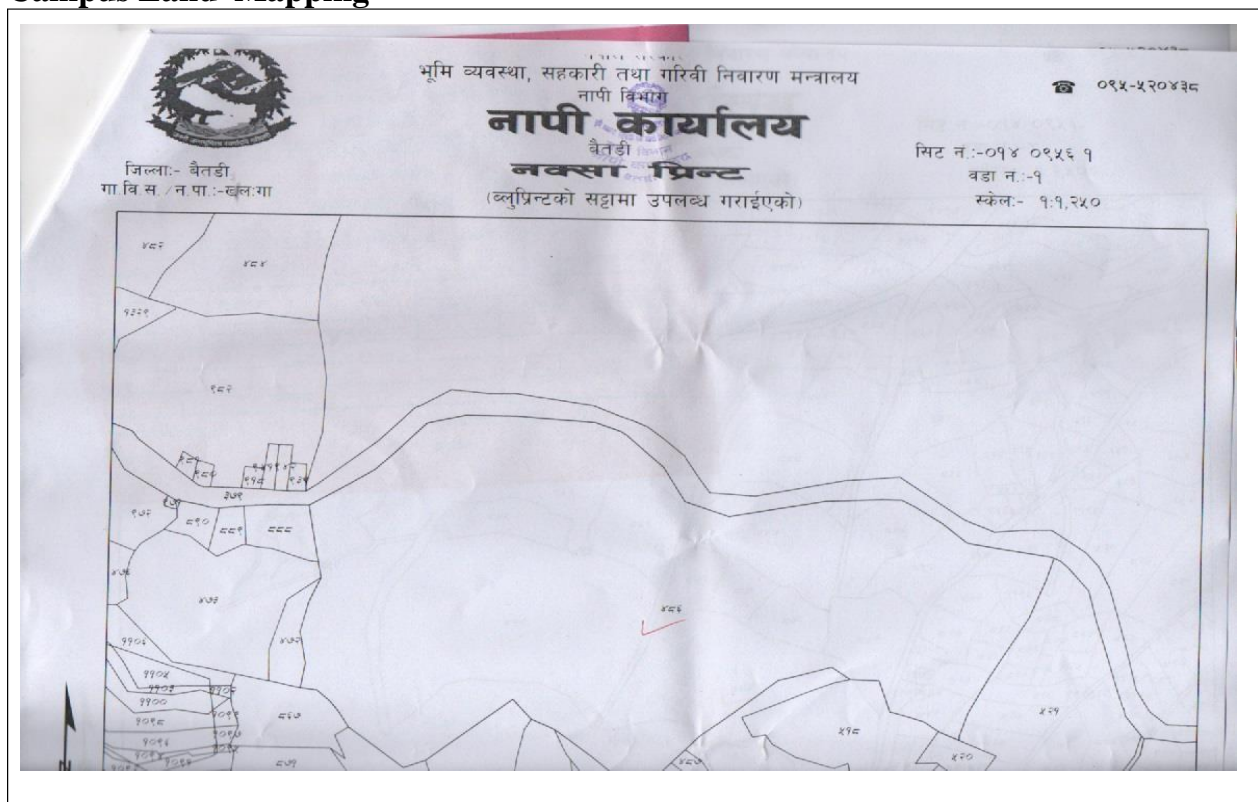
Assumptions/Limitations

The following are some assumptions /limitations taken into consideration while formulating the Campus Strategic Plan

1. The plan reflects the present and future need of the Baitadi district as perceived by the campus and other stakeholders .It is obvious that their expectations tend to be high while formulation the plan. A balance has been maintained between the aspirations of the community and the capacity of the campus to raise matching fund

2. Regular activities of the campus are not included in the plan
3. It is assumed that the campus will be able to raise the matching fund locally
4. The strategic plan covers a five year period from 2020 to 2024
5. It is assumed the general political and social environment the country will remain normal
6. Resource constraints are likely to hamper the realizations of goals spelled in the Strategic Plan.

Campus Land Mapping



Strategic Planning Team

SN	Name	Designation
1.	Prithvi Raj Awasthi	Assistant Professor
2.	Tark Raj Joshi	Assistant Professor
3.	Narendra Prasad Pant	Assistant Professor

