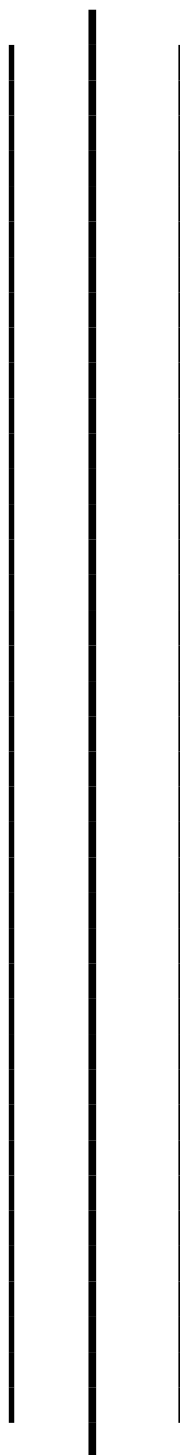


POKHARA UNIVERSITY

STRATEGIC PLAN (2018 – 2023)



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1. Introduction

Pokhara University was established under the Pokhara University Act, 1997 for making available the opportunity of quality education to general public on Science, Technology, Management, Social Sciences, Law, Education and other subjects through the maximum participation of the private sector in higher education. Pokhara university is established in the country after Tribhuvan University, Nepal Sanskrit University (the then Mahendra Sanskrit University), Kathmandu University, and Purvanchal University. The followings are the objectives of the Pokhara University:

- To produce high quality skilled human resource in the area of science, technology, management, social sciences, law, humanities, education, and other professional areas for national development;
- To encourage participation of the private sector in the development of higher education;
- To create healthy, respectful and result-oriented and disciplined academic environment by improving quality in higher education;
- To promote the quality and standard of higher education through the healthy competition in higher education; and
- To contribute to the community development by operating extension programmes.

The University has introduced a number of innovative programmes in many areas and it has been able to create a niche for itself. In order to pursue a sustained path of growth, meet national expectations, and launch effective programmes in an efficient manner, there was a need of a strategic planned approach. Hence, a plan was prepared in 2003 (2059 BS) and produced to the Annual Meeting of the University Senate for its approval and that plan was approved by the Senate in that very meeting. It was revised in 2008 (2065 BS) in order to incorporate the new strategy of the University and the first five year action plan (July 2008 to June 2013) was prepared. The second Five Year Plan (July 2013 – June 2018) was prepared and implemented. It was also revised in 2016 and re-adjusted based on the success of the past three years and new environment of the University. The second five year action plan period will be completed at the end of this fiscal year (2074-075), this document is prepared as the revised strategy and the third five year action plan (2018-2023) of the University.

2. Vision

The University has fully understood that it has to partake and contribute in raising the living standard and improving the quality of life of the people to bring about the permanent peace, prosperity, and wellbeing in the country by contributing to create

gainful employment opportunities, raising production and productivity, removing the drudgery on work with the promotion and use of indigenous, local and appropriate technologies by promoting and using sustainable energy and by changing the social psychology of the people towards sustainable development goals and social justice.

3. Mission

Higher education in Nepal has undergone metamorphosis. Though the Tribhuvan University system still dominates the tertiary education in the country in terms of size and share, the emergence of new universities, academic initiatives and availability of programmes of foreign universities have opened new avenues and prospects. Many programmes, some of them highly innovative have been launched and many are in the offing. During the last five years, in addition to the existing nine universities, the Government of Nepal has established two new universities, namely Nepal Open University and Rajarshi Janak University. There are a few other universities in the pipeline. Foreign universities are also penetrating the higher education market in Nepal. Nepal now entered into a federal system of Government which stipulates at least one university in one province. In the meantime university education has been brought under the responsibilities of the Central and Provincial Governments as well. In the new and ever changing global competitive environment of higher education, Pokhara University should strengthen its capability to impart high quality education and sustain in the domestic and foreign competition. In this scenario, there is a need to position Pokhara University in a proper way.

In Nepal, there is an increasing need for extending high quality demand/market oriented programmes. The programmes have to be useful and contributive, cost effective and efficient in view of the socio-economic state and development needs and challenges of the country. The university education has to be moulded in a way to address the substantive challenges of the nation as creating gainful employment; alleviating poverty; generating prosperity with green growth; reducing social and economic gaps and inequalities; and strengthening national competitiveness. Similarly, there is a need to produce human resources capable of blending scientific orientation and innovation with effective and efficient management to fasten the process of development not only at present; but also for the future. The University system, besides the usual role of advancement and transmission of knowledge, technology and skill has to face challenges and create a foundation for solving local, regional, national and global problems, and contribute to the creation of a humane, knowledgeable, peaceful and prospering society. Increasing exposure to global values compounded by complexities of problems will require human resources to be more efficient, capable and of sound attitude. For this, the University systems will have to further research base and avenue to address all these issues.

Simply harping on quality is not adequate. What is essential is developing high quality human resources who can really work for the nation building process. Pokhara

University precisely aims at producing high quality human resources, who can serve and contribute to the nation as well as the global community in a responsible, committed, and people oriented manner.

The mission of Pokhara University is to develop as a Centre of Excellence for Higher Education by excelling teaching and learning; research and publication; and outreach activities; contributing to the national development process by producing job market oriented, responsible, productive, service oriented and committed human resources; and linking the university system with the community services.

4. Goals

The set goals of Pokhara University are as follows:

- To build the university system into an advanced center of learning, and research including frontier approach to study like open learning;
- To produce high level human resources equipped with knowledge, skill, personality, leadership, and human values, who can meet present day work challenges, act as change agents, and give direction for the future;
- To serve as an institution to make higher education accessible to the underprivileged section of the society;
- To make a positive contribution to academic scholarship, research and publication that will underpin and strengthen the teaching curriculum and generate knowledge;
- To build a dynamic institution capable of withstanding changes;
- To pursue excellence and quality in all aspects of the university's activities and services;
- To link the knowledge, research, and publication with the productivity to serve the nation for the creation of knowledge economy, especially the weaker section of the society; and
- To increase the competitiveness of the University in regional and international levels.

In the next five years, that is while completing the next five-year action plan period the University will be celebrating its Silver Jubilee in 2022. By this time the first phase of the development of the basic programmes and fully functional basic infrastructure of the University should be completed. Along with its goal, vision and strategic establishment and the present trend of its growth and expansion, the University will be developed as a higher educational hub of the western development region. The university's strategies and actions are directed to enable it to have a share of about 10 per cent students in the total university education in Nepal, i.e., about 60,000 students by next 5 years in its constituent and affiliated schools/colleges. The University has the objective to operate at least one section of each programme at its constituent schools/colleges, which will be spreading over in the major concentration centres of Pokhara University affiliated

colleges. In doing so, the University will have about 6,000 students in its constituent schools and colleges.

In the long-term, Pokhara University will expand its schools and colleges across the country. Its programme expansion will be on technical and professional areas, particularly the prominent missing programmes like medical studies, law, sports, supply chain and logistics, frontier engineering and technology, and other professional and frontier subjects under social sciences. The University will equally focus on research and it will be established as the leading research university. Similarly, the University will lead the Nepalese universities in continuing education and consultancy services as well. The University will have about 10 per cent share of basic sciences and basic social sciences programmes. By that time the University will have already been established as one of the leading universities in the country, and it will strongly show its presence in the South Asian regional academic community.

5. Existing State of Physical Facilities and Academic Programmes

So far 47 academic programmes are in operation under four faculties: Faculty of Management, Faculty of Science and Technology, Faculty of Humanities and Social Sciences, and Faculty of Health Sciences, spreading over four constituent Schools, namely School of Business, School of Engineering, School of Development and Social Engineering, and School of Health and Allied Sciences as well as 58 affiliated colleges. The total capacity of the University at present is about 32,000 students. By the intake of 2017 (2074 BS), about 9,000 students are enrolled in four levels (Bachelor, Master, MPhil, and PhD) of studies. Pokhara University has a share of about 5 per cent national enrolment of the University education. Within Pokhara University, the share of students enrolled in the constituent Schools is 7.2 per cent.

Pokhara University has three major parts regarding physical facilities. The first part is its central administrative facilities. The second part is followed by its constituent Schools whereas the third part constitutes the sets of autonomous affiliated colleges, located in various parts of the country. Since the affiliated colleges are independent on their physical development and operation of the teaching and learning activities their physical and operational plans are not included in this strategic plan.

There is in total 2740 *ropani* of land under the possession of Pokhara University including 1373 *ropani* of land under entitlement for utilization. The land is spread over in four locations. Pokhara University has prepared a Master Plan of physical infrastructure to be developed in three sites in Pokhara Lekhnath.

The Dhungepatan-Khudi site is the location of the existing built-up area where four Blocks (A, B, C, and D) are divided for different purposes. The physical infrastructure facilities developed so far constitute the modest Central Office and convenient Office of the Controller of Examinations in Block A. Similarly, in Block C, an academic complex is almost fully developed, which at houses the dean offices, school offices, classrooms,

library, and laboratories. In Block D, a new girl's hostel has been constructed and operational. Block B is vacant and originally planned for sports complex.

The Musetuda and Syaltara sites at Lekhnath 12 and 14 are under certain plans, yet to be finalized. However, part of the Syaltara site is encroached and an official request to the Government of Nepal will be made to evacuate the encroachers.

6. Strategies

6.1. Institution Building

Pokhara University has a big challenge to compete in equal terms with other established universities as well as create a niche for itself. Management has a big role in this onerous task. Accordingly, systematic management processes will be established. The existing rules, regulations and bylaws will be revised and amended as required. In addition, rules, and guidelines required for the institutional development will be prepared and implemented. Specific responsibility and accountability centres and norms will be established. The management practice will basically adhere to the principle of economy, efficiency, and transparency. The core management ideals will be commitment, sincerity, purposive and efficiency. Accordingly, the management values and culture will be promoted, befitting the University by the following specific strategies.

- i. Continuous improvement and development of management processes will be adhered to in a participative way.
- ii. A culture of commitment, high achievement, uniqueness and social responsibility in all its programme offerings will be developed.
- iii. Infrastructure development will be done to maintain an attractive, ecologically sensitive and safe environment.
- iv. The process of consultation and communication will be strengthened.
- v. A purposive, responsive, cost effective, and efficiency oriented management system will be designed and implemented.
- vi. Responsible contribution of all stakeholders will be ensured.
- vii. Appropriate systems and processes will be institutionalized by revising and updating rules, regulations and procedures.
- viii. Mechanisms for regular review and monitoring will be strengthened.
- ix. Various divisions will be established as per the need for the change in the university's structure.

6.2. Structural Rearrangement

A functioning and efficient structural arrangement is one of the most critical aspects of an organization to its success. The following strategy will be followed to the structural arrangement of the university.

- i. The various structural components will be better integrated, bridging the gap and reducing redundancy with the combined principles of the least costs and least efforts. Clarity, openness and fairness in organizational structure, management and decision making will be achieved.
- ii. A responsive, accountable, transparent, and committed governance system will be established.
- iii. Objective criteria and mechanism for management positions will be developed and their implementation will be made transparent.
- iv. The system will be made clear, specific and efficient, incorporating responsibility and accountability centres viz., academic programme, examination, faculties, and administration allowing for regular supervision and assessment.
- v. The administrative structure will be revised and restructured with the creation of relevant and necessary offices, divisions, and sections.
- vi. Job description and role, authority, and responsibility for all management positions will be prepared.
- vii. A mechanism for monitoring on a regular basis will be set up.
- viii. The ratio of the administrative staff to faculty will be arranged with a view to maintain at **1:2** once the University grows as a full-fledged university.

6.3. Infrastructure Development and Property Management

Pokhara University is a two decades old university. It has yet to develop a sufficient stock of its own infrastructure. It is in the process of developing infrastructure to groom it as an accessible higher education centre, to its constituent component and affiliated colleges. The required resources are being mobilized through the government, national and international partner agencies and financial institutions as well as the local community as far as possible. Interested persons, agencies, organizations, trusts, and foundations will be invited to participate in the infrastructure building process. Infrastructure development will be carried out gradually. Adequate attention will be given to build up academic infrastructure and essential support facilities. The following are the strategies to develop physical infrastructure of the University.

- i. Based on the programme needs, construction activities will be prioritized.
- ii. Resources from all viable sources viz. government, affiliated colleges, development partners, and local community will be mobilized. The appropriate PPP model will also be utilized as applicable.
- iii. An appropriate management unit will be established and property will be managed systematically.

6.4. Strengthening Existing Programmes

The Pokhara University has followed the following four-pillar principles of teaching and learning:

- (i) knowledge;

- (ii) technique;
- (iii) skill; and
- (iv) practice.

The curriculum has tried to incorporate these four pillars in all courses and will clearly incorporate these pillars in all courses to be developed in the future; faculties will be recruited, oriented, and trained accordingly; and the learning environment of the students will be geared to that direction.

This phase has been considered to be the expansion and strengthening phase. In this regard, the following areas will be strengthened with special priority.

- Improvement in the quality of infrastructure;
- Expansion and improvement in laboratories;
- Updating and increase in quantity of library resources;
- Modernizing and quality enhancement of teaching and learning technologies;
- Expansion and improvement in the extracurricular facilities and materials; and
- Training and capacity building of faculty members.

6.5. New Programmes

The University should launch programmes that can play vital role in this field. According to this fundamental conceptual framework, Pokhara University has prepared its agenda-School of Medical Sciences, School of Tourism and Hotel Management, School of Sports and Education, School of Mountain Environment, Herbal Research Centre and expansion of its programmes in other parts of the country.

The university has oriented its programmes basically to the technical and professional education such as health science, engineering, management, development, and social engineering. Its current operational programmes are oriented towards its mission, and new programmes will be prioritized and implemented accordingly. Careful studies and analysis will be made while introducing new programmes. Gaps in the human resources market will be identified and a symbiosis will be created between the market needs and university programmes. The basic criteria for launching new academic programmes will be,

- Current needs;
- Requirement of the university;
- Market orientation;
- Implementation capabilities;
- Symbiosis with expanding knowledge;
- Universality of schemes;
- Compatibility with world class programmes;
- Innovativeness;
- Academic sustainability;
- Financial viability;

- Intake (catchment) area; and
- Availability of the PU's programmes in the proposed area.

The existing programmes with declining viability will be revised and various ways for their sustainability will be explored. In this regard, partnership with national organizations and international institutions will be explored.

6.6. Research and Publications

Research and publications will be closely integrated with the academic programmes. Priorities will be given to such research and development works which have a direct relationship with the academic programmes or poverty alleviation, enhancement of production and productivity, and promotion of the living standard and the quality of life of the people. The faculty will be provided opportunities for research and development through a competitive research and development fund. A Research Centre has already been created incorporating necessary expertise to evaluate, review and guide the research works.

Pokhara University will allocate a significant portion of its operating budget (at least 2 percent) for research and development. The research fund will be allocated on competitive basis based on the quality of the proposal, prospect and possibility of enriching the teaching-learning process and the felt needs. While doing so, in-house capability and available resources will be given prime consideration.

Faculties and Schools of Pokhara University have already brought out peer reviewed journals. They will be incorporated into the status of refereed journal. The panel of referees will include expertise of international repute (both domestic and foreign). The quality, regularity and standard of publications will be meticulously strengthened and maintained. Initially, an attempt has been made to bring out annual issues and then biannual issues. The University already has a policy to involve all faculties in both research and publication activities.

The following actions will be started, performed, or strengthened to achieve the strategic research and publication plan.

- i. The Pokhara University Research Centre will promote research work across government, research institution, international organizations and agencies, and NGOs/INGOs and explore large and small research projects. In addition, faculties and schools may explore the research projects using the university brand and carry out research projects independently.
- ii. Students will also be involved in the school/college research processes.
- iii. Pokhara University will publish a series of publications, which will include
 - Refereed journals;
 - Research reports;

- Occasional papers;
- Case studies; and
- Reference materials.

6.7. Continuing Education and Consultancy Services

A Continuing Education Centre will be established to provide short, medium and long term training on refresher courses and fresh training programme with a provision of certificate. Such programmes should build upon the requirement of the Government, corporate enterprises, development agencies and civil societies.

- i. Guidelines for consultancy services will be prepared.
- ii. Pokhara University Research Centre will assist the consultancy wing to secure services from the Government, international organizations and civil society.

6.8. International Relations

International recognition is a very important step for any academic programme or institute. Pokhara University still has to do a lot of works in this respect. The International Centre is working to promote relationships with other universities, academic institutions, and agencies. Through this office, international relations will be promoted for the recognition of the university programmes, contributing to the development of the university system including its human resources development, seeking assistance for infrastructure development, and curriculum development. Appropriate linkages will be established to provide training and exchange opportunities. The functions of the International Centre will be strengthened and continuous efforts will be made on effective implementation of the signed MoUs and other established functional relations.

- i. Long-term relationships with high quality academic and research institutions and agencies will be developed.
- ii. MOUs will be signed for recognition of programmes, credit transfers, joint research, faculty exchange, student exchange, in-country programmes, scholarships, human resources development, physical infrastructure development, joint research projects, and consultancy services.
- iii. Continuous exploration of new avenues will be made.
- iv. Existing relations and arrangements will be consolidated, and new relationship rather than proliferated associations, will be built-up.
- v. Equal focus will be given for effective implementation of MoUs and other established functional relations.

6.9. Affiliation

Pokhara University has launched its programmes through its own constituent Schools as well as through its affiliated colleges. The affiliation strategy is to maximize participation of the community, cooperatives, trust-based organization, international

institutions and organization, and the private sector to mobilize their human and financial resources to strengthen the university system. The University has defined the basic standards and norms under its College/Academic Institution Affiliation Rules, 2056 and the framework on Affiliation Policy, 2065. University will provide affiliation to applicants only when defined norms and high standards are met. Such standards will include, among other things, minimum achievements necessary. All affiliated colleges and their programmes will be closely monitored. In case of non-fulfillment, such colleges will be de-affiliated after giving sufficient opportunity for redressing. Necessary institutional arrangements made for continuous monitoring of affiliated colleges and programmes will be strengthened. The affiliation process in no way will be allowed to deviate from the quality standards and values of the University. The University will provide affiliation by defining the following specific criteria:

- Building and other required physical facilities;
- Human resources;
- Technical, technological, equipment, laboratory, library;
- Finance;
- Commitment;
- Future plans and prospects;
- Market need and prospects;
- Location; and
- Competition between and among establishments.

6.10. Quality Assurance

Quality of education will be the prime concern and motto of the University. The quality defined by the University Grants Commission and standardized by the University will be ensured through enriching curriculum and making it compatible not only with the national university system, but also with regional (South Asian) universities and other universities from the developed countries. Students will be equipped with specific technical knowledge and professional skills. They will be adequately supported by skill in research, information and communication technology, logical exposition, problem solving ability, and quantitative analysis. Special emphasis will be placed on quality. For these, human resource development will be continuously strengthened and promoted through incentive schemes for retaining and developing human resources. Accordingly, quality control and monitoring processes have been developed and continuously evaluated. Furthermore, *qualify for application* will be the basic motto of the University and the following strategies will be developed and followed to assure academic quality of the University.

- i. Quality Assurance and Accreditation (QAA) will be achieved in accordance with the University Grants Commission provisions.
- ii. Importance has been placed for the quality assurance and academic programme offerings and it will be continued and strengthened.

- iii. Quality assurance will be ensured through (a) sound curriculum; (b) rigorous teaching learning activities; (c) quality research; (d) consultancy; (e) extension; (f) development of capable human resources; (g) investment on educational infrastructure, (h) learning resources; (i) quality publications and knowledge advancement.
- iv. The focus of implementation will be placed on application capability of the enriched knowledge and skills.
- v. Opportunities for students to achieve intellectual maturity while developing appropriate professional skills and specific skills in communication, computer proficiency, information literacy, logical exposition, quantitative skill, research and publication will be incorporated in the curriculum.
- vi. Continuous quality monitoring will be done by developing quality assurance mechanisms.
- vii. Quality assurance mechanisms will be strengthened according to the University Grants Commission guidelines, rules and regulations to ensure parity of academic standards across Nepalese universities as well as other regional universities through the introduction of accreditation process.
- viii. The relevance of academic programmes will be increased by increasing employment opportunities of students significantly through employer partnership and establishing a placement cell.
- ix. Participatory learning approaches will be incorporated.
- x. Pedagogy will be improved and diversified by emphasizing on assignments, projects, and practical works.
- xi. Definite operational calendar, work schedule, minimum teaching/work load, research and publication will be made further clearer as per the level of programmes.
- xii. Centralized entrance test for technical subjects followed by professional subjects will be established and entrance will be provided on merit criteria set by the University.
- xiii. The intake capacity of each programme will be determined on the basis of a critical assessment of available resources: physical, academic, human and financial, potential market, and future orientation.
- xiv. Norms of required equipment and supplies for each programme will be defined.
- xv. The adequate supply of equipment and other inputs such as books will be ensured and a mechanism to review/upgrade curriculum on a regular basis will be set up.
- xvi. Characteristics that will be required by graduates in the 21st century, including the transferable skills of effective communication, independent analysis and inquiry, and familiarity with modern information technology, thereby increasing student employability will be inculcated.
- xvii. A comprehensive system of student evaluation on all aspects of their experience will be established and strengthened in the University.

- xviii. Examination system will be aimed at attaining the goal of high quality through the continuous evaluation system (from entry to exit). Continuous improvement will be made in the examinations process.
- xix. External examiners and experts will be involved in the process of evaluating student performances.

6.11. Human Resources

One of the most important areas of concern and strategic approach is to hire and manage committed and dedicated human resources (HR), develop them to meet the challenges and requisites of the University, and use them to gain excellence and high achievement. Opportunities will be provided to avail HR to enable them to realize goals, sense of achievement and their contributions. Suitable responsibilities and challenges will be assigned to highly qualified HR. An environment of high achievement in a competitive scenario will be provided. Incentive package, promotion and personal development opportunities will be provided extensively through an objective, performance based reward and punishment system. Performance monitoring of teaching HR will include semester-end systematic evaluation from students, results, publications and research outputs and assistance to resource mobilization. In short, human resources will be made the central theme of Pokhara University and all strategies will be implemented by realizing this value. The following specific HR strategies will be developed, implemented, and/or strengthened.

- i. Highly dedicated, committed, and qualified human resources will be recruited.
- ii. Continuous upgrading of HR will be done and necessary exposure will be provided.
- iii. Incentive and remuneration packages will be developed in such a way as to retain quality human resources, provide encouragement to meet the challenges in ever changing academic environment of the University.
- iv. Short, medium and long-term faculty/staff development plans will be formulated.
- v. In-service training opportunities in Nepal and abroad for exposure and upgrading will be provided to the faculties and staff.
- vi. Mandatory orientation will be provided after every curriculum revision and change.
- vii. A reward and punishment policy will be implemented. Academic achievements will be made the criteria for recruitment and performance (classroom, research output, publications, and academic services), and it will be made the sole criterion for advancement, career development, and personal development opportunities.
- viii. Workload for each level of academic programme will be defined clearly and enforced effectively.
- ix. Norms for involvement in consultancy and off-campus jobs will be developed.

- x. Promotion of the academic and administrative staff will be made transparent, objective, and quality-based.
- xi. Monetary and non-monetary incentives will be provided for higher performance and additional responsibilities.
- xii. Income generated from extra work will be shared on the basis of defined performance criteria.

6.12. Financial Management

As cost sharing is the national policy of the Government of Nepal on the financial management of higher education, the University has attempted to run every programme on cost recovery basis. Revenue collected from the students, who have the ability to pay and the University will subsidize the expenses of the students of the deprived section of the communities as referred by the Government. The Government of Nepal is providing a block grant for core administrative expenses (for three executive posts and their support staff) of the University. Transparency, accountability, and responsibility will be inculcated in financial management. The following specific strategies will be adhered in financial management.

- i. The basic thrust of the University will be cost effectiveness through effective utilization of physical and human resources.
- ii. Pricing of the product will be done on full cost recovery principle.
- iii. Efforts will be made to approach business organizations, social organizations and foundations both national and international for sponsoring the students from weaker section of the society.
- iv. The University will mobilize resources through (a) the government; (b) affiliated colleges; (c) alumni; (d) national and international organizations; (e) international development agencies, financial institutions and friendly countries; and (f) local community and organizations.
- v. The University will establish mechanism to mobilize local, national, and foreign assistance for targeted programmes.
- vi. Pokhara University Endowment Fund will be created through budgetary allocation, volunteer contribution, and mobilization of various sources as mentioned earlier.

6.13. Information and Communication Technology

The use of information and communication technology (ICT) is inevitable to efficiency and accuracy of the University works. The following strategies will be followed towards the development and full utilization of ICT.

- i. ICT planning and decision making will be aligned with the University mission.
- ii. A framework within which ICT can contribute fully to enhance teaching and learning, research, consultancy and academic management across the University will be provided.

- iii. Responsibilities for ICT policy, planning and service delivery and the governance structure for ICT within the university will be clarified and delineated.
- iv. Education Management Information System (EMIS) will be engineered and installed to fulfill the QAA requirement and speed up the administrative, financial, and examination related activities.
- v. Effective Internet centre will be established assuring resources from the Higher Education Reform Project (HERP) of the UGC.

6.14. Student Affairs

The self-development of students as individual and in group will be supported by:

- i. Establishing a Student Affairs Office to provide all direct services to students.
- ii. Providing supplementary training to students by organizing skill-based courses.
- iii. Supporting the extra-curricular activities of the students through students themselves.
- iv. Enhancing and developing recreational facilities to students.
- v. Providing counseling, advice, information and support services to students.
- vi. Encouraging and promoting greater student participation in all academic activities of the University.

6.15. Accessibility of Higher Education to the Underprivileged Students

- i. Scholarship will be provided by the university itself or through the Ministry of Education/University Grants Commission to 20 percent of the total approved quota of the constituent programmes. A ten (10) per cent scholarship from affiliated colleges will be provided to outstanding students and the students from the underprivileged and backward class such as disabled, children of martyrs, victims of the *Jana-andolan*, Dalit, *Janajati*, women, remote areas, and Terai-*Madhesh* areas.
- ii. Student Assistantship Programmes such as part-time employment in clerical works, library works, gardening, transportation, laboratory works and teaching in juniors will be launched to provide financial assistance to the financially weak students.

6.16. Partnership with the Community and Other Stakeholders

Pokhara University is partially a state funded institution. Local community/Government has endowed the land to the University. It will act to enhance the spirits of ownership and belonging by building congenial relationship and partnership with the local community and other institutions. The University will give adequate consideration to the community sensitivities to promote the University-community relations in the following areas.

- i. Local people's participation in the promotional activities of the university will be utilized.
- ii. Public-private partnership will be encouraged in community health services, and in other feasible academic programmes.
- iii. Continuous interactions will be made with the community to promote the University functioning.
- iv. Functional social responsibility (SR) will be promoted towards the society.
- v. Strategic alliances will be promoted with industries, commercial organizations and community at local, regional, and national levels.
- vi. Community participation in the development process in any area (buildings, wings, classrooms, labs, materials) will be encouraged by naming them after the contributors.
- vii. Local, and Central Governments, partner organizations and institutions will be approached for assistance in the infrastructure development.
- viii. The Pokhara Lekhnath metropolitan city will be assisted in its endeavors to become a higher education centre by promoting and imparting the quality higher education including the fields of international interest, where Pokhara University has its comparative and competitive advantages.

7. Implementation Strategy

7.1. Time Dimension

This plan envisioned that Pokhara University would achieve its mission so as to develop the University as a centre of excellence of higher education in the next 10 years (July 2018 through June 2028). The previous plan period was divided into two phases: development phase and maturity phase. The first 5 years (July 2008 through June 2013) was the development phase, and second five 5 years (July 2013 through June 2018) as maturity phase. However, at this time the establishment phase is still in the process as both physical infrastructure and human resources are being developed to make the University as a centre of excellence of higher education. Thus the second and maturity phase will be is redefined for the next 10 years and specialized programmes and human resources will be developed to deliver the specialized services and supply the specialized human resources to the national and international markets.

This plan, thus has restated the development phase (2008 – 2018) and the maturity phase (2018 – 2028). This current plan period (2018 – 2023) will be the initiation of the maturity phase, which will be completed in the next five year plan period (2023 – 2028), i.e., the full maturity phase will start along with Pokhara University celebrating its Silver Jubilee in 2022.

7.2. Action Dimension

The University has prepared a Third Five-Year Action Plan in the framework of this strategic plan for the period of 2018 – 2023, and seeking approval from the University Senate in its 18th General Meeting. The University tried its best to put the plan into action as approved by the Executive Committee of the University and seeks approval of the University Senate in the upcoming 18th General Assembly to be held in 2018.

7.3. Priority Dimension

Actions are prioritized from P1 to P5 to their relative strength by year. In this period first priority will be given to the institutional and physical infrastructure development required for the full-fledged university followed by new programmes which are in high demand in the market. Among new programmes, the first priority will be given to the technical education—medical and engineering education which could not accomplished during this plan (see Appendix A for the Action Plan July 2018 – June 2023) followed by mountain study, sports, tourism, and education, the establishment of specialized research centres and the establishment of the constituent colleges in major cities with the full financial support of the Government of Nepal to make higher education widely accessible.

Side by side existing programmes will be strengthened.

The second priority will be given to run advance studies in various fields. The third priority will go to various areas and market driven and professional subjects.

Priorities in rest of the strategies are synchronized with the priorities of the infrastructure development, new programme development and strengthening existing programmes in general.

7.4. Location Dimension

The central offices and schools of the University have been located in the Pokhara Lekhnath metropolitan city. In addition, teaching hospital, engineering laboratories, and research centres will also be located in the Pokhara Lekhnath metropolitan city. But extension programmes of schools, colleges and research centres may be located out of the city as appropriate.

7.5. Cost Dimension

The University at present is securing its financing from three sources: (i) internal source, which constitutes the earnings from fees, both direct fees from the students and affiliation fees from the affiliated colleges; (ii) grants from the University Grants Commission, which is disbursed under four policies, (a) Core funding; (b) Formula-based funding; (c) Performance grant; and (d) New programme grant; and (iii) individuals, institutions including affiliated colleges, industries, commercial organizations and community at local, regional, national and international levels.

7.6. Output Dimension

Upon the completion of each action plan within the specific time frame and with the given priority, certain output will be achieved. The combined output of the action plan by the end of the current plan period (2018 – 2023) would place the University in a certain state of affairs in itself as well as in a position within the national system of higher education in Nepal.

8. Conclusion

The University will implement the strategies developed in order of priority, as specified in Priority Dimension Strategy and the Action Plan approved by the University Senate to make the Pokhara University a noted university, offering high quality application oriented academic programmes with high degree of market absorption rate. To attain this, the university will acquire QAA through exceling in teaching learning activities, research, publication, and academic services. It will also simultaneously, go on building its infrastructure to give it a unique image of a centre of excellence for higher education.