

Strategic Plan for Academic Growth and Program Extension



Far Western University, Nepal

Kailali Multiple Campus

Dhangadi, Kailali

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Executive Summary

Institutional Profile and Context

Introduction

Kailali Multiple Campus (KMC), established in 1980, is one of the oldest and most reputed higher education institutions in Far Western Province of Nepal. Initially affiliated to Tribhuvan University, the campus was later integrated into Far Western University (FWU) as its largest constituent campus. Since its establishment, KMC has remained a cornerstone of higher education in the region, providing access to affordable quality education for thousands of students who otherwise had limited opportunities for higher studies due to geographical and socio-economic constraints.

Over the decades, KMC has evolved from a small regional campus to a comprehensive academic institution, gradually expanding its programs and faculties to meet the changing educational needs of society. The campus has produced a significant number of graduates who now serve in government, education, health, law, development, and other sectors, contributing directly to provincial and national development.

Current Academic Scenario

At present, Kailali Multiple Campus offers 14 academic programs across six faculties: Management, Humanities, Education, Science and Technology, Law, and Natural Resource Management. These programs range from undergraduate to master's levels and reflect the commitment of the campus to academic diversity and relevance.

The total student enrollment for the academic year 2024–25 is approximately 5,639, making KMC as one of the largest campuses in the province. The enrollment trend shows steady growth over the past five years, particularly with increasing participation from female students and marginalized communities such as Dalits, Janajatis, Madhesi, and other disadvantaged groups. This indicates KMC's success in making higher education more inclusive and accessible.

The teaching faculty includes 96 full-time teachers and 22 part-time lecturers, among which 25 hold PhD degrees. While the presence of a strong academic workforce is an asset, the current student–teacher ratio remains high compared to UGC norms, signaling the need for further human resource expansion to maintain quality standards. In addition to

faculty members, the campus is supported by administrative and technical staff who ensure smooth academic and operational management.

KMC is also steadily developing its physical and digital infrastructure. The ongoing construction of engineering buildings, science laboratories, and a multipurpose hall demonstrates the institution's commitment to modernization and growth. The library is in the process of being digitized, and ICT-based teaching-learning practices are being increasingly adopted.

Regional Context

Located in Dhangadhi, Kailali district, KMC serves as the academic hub of the Far Western Province. The campus caters not only to students from Kailali but also to those from remote hill districts such as Bajhang, Bajura, Doti, Achham, Baitadi, Dadeldhura, Darchula, and Kanchanpur. For many first-generation learners, especially from rural and disadvantaged communities, KMC provides the only feasible option for higher education within the province.

The role of KMC is closely aligned with the National Education Policy (NEP) 2020, which emphasizes inclusive, equitable, and quality education. The policy calls for expansion of technical and vocational programs, regional balance in higher education access, and the promotion of research and innovation. Similarly, the strategic direction of KMC resonates with the Institutional Development Plan (IDP) framework of the University Grants Commission (UGC), which advocates for quality assurance, program diversification, human resource development, and community engagement.

Given its scale, location, and capacity, Kailali Multiple Campus is uniquely positioned to address the educational aspirations of Far Western Province, respond to labor market demands, and contribute to regional socio-economic development.

Vision, Mission, and Core Values

- **Vision:** To emerge as a leading, inclusive, and reputable government campus in Far Western Province
- **Mission:** Deliver quality, affordable higher education while promoting academic excellence, equity, and societal development
- **Core Values:** Academic integrity, inclusivity, innovation, community partnership, and governance transparency

Situational Analysis (SLOT)

Strengths

- Established regional reputation
- Diverse faculty qualifications
- Growing enrollment from underrepresented groups

Limitations

- High student-teacher ratio
- Infrastructure gaps (labs, digital learning)
- Limited research culture and scholarly output

Opportunities

- Expansion of mission-driven programs: IT, Environmental Science, Engineering
- UGC programs like Entrepreneurial Support (KMC is selected)
- NEP 2020 and UGC emphasis on strategic institutional development planning

Threats

- Accreditation risks without improvements in infrastructure/staff ratios
- Limited external funding channels
- Competition from other campuses with stronger resources

Strategic Goals and Objectives

1. Academic Expansion and Relevance

- i. Launch new programs aligned with regional labor demands (e.g., IT, environmental/ecological sciences, engineering technology, applied social sciences).
- ii. Revise curricula using community feedback and labor market studies.

2. Human Resource Strengthening

- i. Recruit at least 10 additional PhD-level faculty over five years to reduce student-teacher ratio.

- ii. Offer continuous professional development seminars, research fellowships, pedagogical training.

3. Infrastructure and Digital Learning

- i. Construct/renovate classrooms, labs, multipurpose hall, library, and engineering facilities.
- ii. Develop ICT-enabled classrooms and e-library services.

4. Research Culture and Output

- i. Operationalize the Research Management Cell and allocate seed funding for faculty-student research.
- ii. Organize annual research conferences and publish peer-reviewed journals.

5. Inclusivity, Equity and Enrollment Growth

- i. Increase participation by EDJ, Dalit, Madhesi, and female students via targeted outreach and scholarships.
- ii. Develop inclusive policies for access, retention, and academic success.

6. Quality Assurance and Accreditation

- i. Strengthen internal quality assurance mechanisms aligned with UGC's QAA framework.
- ii. Pursue and maintain QAA accreditation to enable program expansion.

7. Financial Sustainability and Partnerships

- i. Diversify revenue through government grants, alumni engagement, and entrepreneurship/UEC projects.
- ii. Form MoUs with industry, academic institutions for collaboration and resource sharing.

8. Community Engagement and Social Responsibility

- i. Promote community programs literacy drives, environmental initiatives, public health campaigns.
- ii. Align programmes with cultural heritage, and local socio-economic needs.

Strategic Interventions and Action Plans

- **Timeline and Milestones**
 - 2025 AD: Needs assessment, feasibility studies, outreach program design, internal QA structure setup.
 - 2026-27 AD: Faculty recruitment, infrastructure expansion, launch new programs.
 - 2028-2029 AD: Accreditation, research conference hosting, community engagement scaling.
- **Responsibility Matrix:** Assign leadership (Campus Administration, IQAA, Research Cell, etc.)
- **Key Performance Indicators (KPIs):** Program launch, faculty hire, accreditation status, research outputs, enrollment statistics, infrastructure improvements, community program impacts.

Monitoring, Evaluation, and Quality Assurance

- Establish a Monitoring & Evaluation (M&E) Cell to track progress regularly.
- Incorporate internal IQAA mechanisms with periodic audits, stakeholder feedback (students, faculty, and community).
- Utilize UGC's QAA criteria for benchmarking and continuous improvement.
- Apply agile “S-curve” modeling for implementation progression as recommended by UGC.

Financial Sustainability and Partnership Strategy

- Develop Costing & Budgeting plans for infrastructure, faculty, and programs.
- Leverage UGC grants (e.g., entrepreneurship support, lab upgrades).
- Explore public-private partnerships for facilities.
- Encourage alumni and community contributions, income-generating activities (consultancy, training services).

Community Engagement and Social Responsibility

- Design community outreach initiatives (literacy camps, environmental sanitation, cultural festivals).
- Offer extension services like legal aid, agro-tech training.
- Strengthen linkages with local stakeholders to reinforce KMC's role as a social catalyst.

Program Extension Strategy

KMC aims to diversify its academic offerings by introducing new technical and non-technical disciplines responsive to regional aspirations and employment trends. Priority areas include IT, engineering, environmental sciences, public health, information technology, medical science, and applied social sciences. Collaborations with industry and academic institutions will ensure relevance and quality.

Human Resource Development

Investment in human resources is crucial. KMC will promote continuous professional development, encourage faculty research, and recruit qualified PhD holders and specialists. Supporting faculty pursuing higher studies and research fellowships is integral to these efforts.

Infrastructure and Learning Resources

To sustain academic growth, KMC plans to expand and modernize physical infrastructure, including classrooms, laboratories, libraries, and digital learning facilities. The ongoing construction of new engineering buildings and a large multipurpose hall exemplify this commitment.

Student Enrollment and Inclusion

Enhancing access and inclusivity remains central. KMC will strengthen outreach to marginalized groups, including female students, Educationally Disadvantaged and Janajati (EDJ), Dalits, and Madhesi communities, aiming to maintain high enrollment rates and scholarship support.

Quality Assurance and Accreditation

Maintaining and advancing institutional accreditation through the Quality Assurance and Accreditation (QAA) process is paramount. KMC will implement robust internal quality assurance mechanisms to uphold academic standards and responsively address feedback.

Research and Academic Culture

Research initiatives will intensify via the Research Management Cell, fostering national and international collaborations, organizing conferences, and publishing peer-reviewed journals. Increasing research opportunities for faculty and students will invigorate academic life.

Implementation and Monitoring

Strategic initiatives will be executed with clear timelines, designated responsibilities, and measurable indicators. Regular monitoring, evaluation, and reporting will facilitate adaptive management and ongoing improvement.

Conclusion and Way Forward

Kailali Multiple Campus reaffirms its strong commitment to promoting equitable access, quality education, and sustainable regional development. As a leading academic institution in Far-Western Nepal, KMC recognizes its responsibility to bridge educational disparities and create opportunities for students from diverse socio-economic and cultural backgrounds.

The academic growth and program extension strategy outlined in this plan provide a structured pathway to strengthen institutional capacity, improve teaching–learning quality, and align with national priorities such as the Higher Education Policy, the National Education Policy 2019, and the Quality Assurance and Accreditation framework. By focusing on evidence-based interventions, resource mobilization, and strategic partnerships, KMC is positioning itself to serve as a hub of academic excellence and innovation.

The way forward requires collective efforts. Mobilizing internal resources, engaging local and national stakeholders, and leveraging external collaborations will be key to achieving the stated goals. Equally important is the creation of a robust monitoring and evaluation mechanism to ensure accountability, transparency, and measurable progress.

With strong leadership, dedicated faculty, active student participation, and community engagement, KMC is well-prepared for transformative growth. The institution envision itself is not only a center for higher learning but also a catalyst for social and economic development in the Far-Western region. Through this strategy, KMC sets a clear roadmap for achieving excellence, inclusivity, and long-term sustainability in higher education.

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Appendices

Table 1: SLOT Analysis

Strengths	Limitations
Established reputation in undergraduate programs	Limited research culture and publications
Qualified faculty (many with MPhil and PhD degrees)	Inadequate ICT infrastructure
Support from local community and stakeholders	Dependence on UGC funding
Commitment to inclusivity (45% female enrollment)	Low international linkages
Opportunities	Threats
Growing demand for postgraduate studies in Far West	Migration of students abroad
UGC QAA incentives	Increasing competition from private colleges
National priority on STEM and ICT programs	Limited financial autonomy
Digital education expansion	Risk of declining enrollment in traditional programs

Table 2: Timeline of Strategic Goals (2025–2029)

Year	Key Actions
2025	Establish RDC, conduct baseline faculty training, prepare QAA documentation
2026	Launch 2 smart classrooms, apply for new postgraduate programs
2027	Introduce MBA/MA/M.Ed. programs, implement digital library
2028	Expand research outputs, improve student ratio to 1:25
2029	Expand to new postgraduate programs M.Phil. programme in Management, Humanities, and Education.

Table 3: Responsibility Allocation

Action	Lead	Support	Timeline
Research Cell	Campus Chief	Faculty	2025
Smart Classrooms	ICT Unit	Finance Committee	2026
New Programs	Academic Council	UGC, University	2026–2027
Faculty Training	HR Unit	UGC Grants	Annual
Community Courses	Extension Unit	Local Gov., NGOs	2027 onwards

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