

**प्रस्ताव तथा निर्णय नं ४ संग सम्बन्धित**

**FIFTH STRATEGIC PLAN OF  
POKHARAUNIVERSITY(2023-2028)**

**6JULY,2023(21ASADH,2080)**

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## ABBREVIATIONS AND ACRONYMS

CDC	Curriculum Development Center
CSR	Corporate Social Responsibility
EC	Executive Council
OCE	Office of the Controller of Examinations
FHS	Faculty of Health Sciences
FHSS	Faculty of Humanities and Social Sciences
FMS	Faculty of Management Studies
FST	Faculty of Science and Technology
GON	Government of Nepal
HEI	Higher Education Institution
ICT	Information and Communication Technology
IRC	International Relation Center
MEC	Medical Education Commission
MOU	Memorandum of Understanding
MOEST	Ministry of Education, Science and Technology
NEHEP	Nurturing Excellence in Higher Education Program
NPC	National Planning Commission
PU	Pokhara University
PU TH	Pokhara University Teaching Hospital
PURC	Pokhara University Research Center
QAA	Quality Assurance and Accreditation
SOB	School of Business
SDG	Sustainable Development Goal
SDSE	School of Development and Social Engineering
SHAS	School of Health and Allied Sciences
SOE	School of Engineering
SWECA	Students Welfare and Extra Curricular Activities
SWOT	Strength Weakness Opportunities and Threats
UGC	University Grants Commission

## INTRODUCTION

Pokhara University (PU) was established under the Pokhara University Act, 1997 for making available opportunity of quality education to general public on Arts, Science, Law, Management, Education, Technology and other subjects; for operation of higher level educational institutions through the maximum participation of private sector in higher education in order to enhance quality and standard of education on competitive basis, and to make academic and educational atmosphere of the country more fair, disciplined and result-oriented (Government of Nepal [GON], 1997). PU was established after Tribhuvan University, Nepal Sanskrit University (the then Mahendra Sanskrit University), Kathmandu University, and Purvanchal University.

There were fewer universities in Nepal prior to 1990, but after adoption of multi-university concept, PU was also established along with other universities. Though newly established, PU is the second largest university in Nepal in terms of student enrolment.

Though there are multiple universities in Nepal at present, access to higher education cannot be considered satisfactory since gross enrolment in higher education is only 17.77%, which is notably lower (University Grants Commission [UGC], 2022). There could be many interlinked causes behind this low-level of enrolment in HEIs. Furthermore, a study conducted by UGC regarding the beneficiary satisfaction survey demonstrated less than two-thirds (64.2%) of students in Nepali HEIs are satisfied by the service they are getting, while the level of satisfaction in technical education is even lower, i.e., 37% (UGC, 2018). These are some prominent issues the state and higher education institutions (HEIs) in Nepal require to address. Pokhara University is also making its efforts in this area and the current five year strategic plan 2023-2028 is designed to address these issues effectively.

### **Objectives of Pokhara University**

The objectives of Pokhara University as per Act (GON, 1997).

- To produce high quality skilled human resources in the areas of science & technology, management, humanities & social sciences, law, education, and other professional disciplines 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 programs such as social outreach programs.

### **Methods and Procedures Adopted while Preparing Strategic Plan**

The following methods and procedures were adopted to prepare this strategic plan. Methodologically, the strategic priorities along with action plans (presented in annexes) have been identified through:

- Reviewing the prior strategic plans of the University by emphasizing on the latest strategic plan 2018-2023 of PU assuming that the upcoming strategic plan of university is a kind of continuation of previous strategic plans.
- Review of policy papers and reports such as the Government of Nepal, National Planning Commission, 15<sup>th</sup> National Development Plan report-2019, National Educational Policy report-2019, National Science, Technology and Innovation policy report-2019, University Grants Commission's EMIS reports, Bulletins of PU were seriously taken into consideration.
- University's commitment reflected in the decision of Senate and Executive Councils.
- Stakeholder feedbacks and
- A comprehensive analysis of the university's current situation, missions, goals, and the higher education platforms in Nepal.

### **The Fifteenth Five Year Plan and University Commitment**

The vision of the fifteenth five year plan (2076/77-80/81) of Nepal in relation to education is human resource development for social and economic transformation (National Planning Commission [NPC], 2019). To support this vision, the plan has proposed the goal to develop skilled, competitive, productive and innovative human resource through quality education. The goal is further supported by the objective to develop knowledge based society and economy by making higher education scientific, innovative, research-oriented, technology friendly and employment oriented through promoting access and quality. Out of the 14 strategies to be adopted in the 15th Five Year Plan, strategy 8, 9, 10, and 11 are focused on higher education. Pokhara University is also committed to the higher education strategies of the 15<sup>th</sup> Five year plan.

### **National Education Policy 2019 and University Commitment**

Nepal has implemented a number of educational policies in the last seven decades. However, each major policy change was shaped directly by the changes in political system, regime or the government. The latest National Education Policy (NEP) was approved by the government of Nepal in 2019. The policy demonstrated that Nepal is practicing decentralized state model of educational management that has given opportunities to all three levels of governments (local, provincial, and federal) to demonstrate their scale-specific performance, by assigning clear responsibilities to different governments (Ministry of Education, Science and Technology [MOEST], 2019a). While higher education is the concern of federal government, provincial universities are also in operation, which are under the monitoring and supervision of provincial governments. The government's vision to quality higher education has been reflected in the National Educational Policy 2076 B.S, i.e., increased access to and enhanced the quality of higher education to promote the society and the economy that is founded in the virtue of knowledge. One of the major objectives of higher education envisaged by the NEP 2019 is developing human resources that are capable of providing leadership in scientific innovations and research, and are competitive to international job market (objective 8.5). Furthermore, the policy also emphasized quality higher education by developing and implementing standard criteria and indicators in accreditation system that are practiced and acknowledged internationally (objective 8.10). The NEP 2076 B.S. expected that the HEIs of the country produce educated, civilized, healthy and capable human resources to ensure social justice in society and guide the country towards prosperity. Pokhara University is also committed to the 2019 national educational policy in the field of higher education.

### **National Science, Technology and Innovation Policy-2019 and University Commitment**

In addition to the provisions made in the National Education Policy 2076 B.S, the National Science, Technology and Innovation Policy-2076 B.S., also emphasizes for quality higher education through research, use of ICT, and establishing the Centre of Excellence, focusing on science, technology, and engineering education (MOEST, 2019b). Pokhara University is committed to the national science, technology and innovation policy-2019 in the field of higher education.

### **Education as Global Agenda and University Commitment**

Sustainable development has been a global agenda and United Nations (UN) has proposed 17 Sustainable Development Goals (SDGs) in September 2015 to be achieved by

2030. Nepal, as a member of the UN, is a part of this global initiative. The fourth SDG intends to ensure inclusive and equitable quality education. Though Nepal remains committed to achieving inclusive and equitable quality education but much remains to be done.

Beyond the policy and programs for higher education in Nepal, the country has pressure to meet international standard in higher education. In this context, Nepalese higher education system also has obligations of contributing to meet the requirement of international community as well. Therefore, as Sustainable Development Goal 4 intends to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. This goal has seven targets and one of them (Target 4.3) is to ensure equal access of all women and men to affordable and quality technical, vocational, and tertiary education. Without the impressive contribution of universities, this target of the SDG is unattainable. Pokhara University is committed to meet the international standard of SDG 4 and target 3 especially in the field of higher education.

#### **Rationale of Fifth Five-Year Strategic Plan (2023-2028)**

Though, Pokhara University had already introduced number of innovative programs in various disciplines in its initial years, however, there was a need of a strategic planned approach to pursue a sustainability in academics, meet national expectations, and launch effective programs in an efficient manner, the first five year plan was prepared and implemented in 2003 (PU, 2003). As a continuum of the first five year plan, the second five year plan was implemented in 2008 in order to incorporate the new strategy of the University (PU, 2008). The third five year plan was prepared and implemented in 2013 in order to enhance the human capital along with launching of higher studies program (PU, 2013). The fourth five year plan was prepared and implemented in 2018 in order to further develop the human capital and continuation of higher studies program in the university (PU, 2018).

Since the fourth five year action plan will be completed by the end of this fiscal year (2079-080) so this Fifth Five Year Strategic Action Plan (2023-2028) document has been prepared as the revised strategy of the University in order to develop the infrastructure and expand the university across the country, broaden the human capital approach and launch the coursework based doctoral programs in various academic disciplines. The fifth five year strategic action plan will be effective from 17<sup>th</sup> July, 2023 (i.e. 1<sup>st</sup> Shrawan, 2080).

## **VISION, MISSIONS AND GOALS OF POKHARA UNIVERSITY**

### **Vision**

The University envisions to participate 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 meaningful employment opportunities, raising production and productivity, promotion and use of indigenous and modern technology by changing the social psychology of the people towards sustainable development goals and social justice.

### **Mission**

Higher education in Nepal has undergone metamorphic changes. Though the Tribhuvan University (TU) 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 programs of foreign universities have opened new avenues and prospects. Nepal, now has 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 need to strengthen its capability to impart high quality education as well as to sustain the national and international 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 and market-oriented programs. The programs 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 developed in a way to address the substantive challenges of the nation such 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 strengthen the research base and create new avenues 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 approach.

*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.*

### **Goals**

The goals set by 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.

By the end of this five year strategic plan (2023-2028), the University will achieve the goals of high quality human resources, expansion of academic programs across the country and build highly equipped functional infrastructure. Along with its goals, 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 Gandaki Province. The University's strategies and actions are directed to enable it to have a share of about 10% students in the total university education in Nepal, and currently PU has only 7.41% students share in the total higher education system (UGC,2022). The expansion of new affiliated colleges and additional new programs/sections to the existing affiliated colleges can also increase the number of students in the country. The University has the objective to operate at least one section of each program at its constituent schools/colleges, which will be spreading over in the major concentration centers of Pokhara University affiliated colleges. In doing so, the University will have about 60,000 students in its constituent schools and affiliated colleges that would approximately double the students in the next five years.

In the long-term, Pokhara University will expand its schools and colleges across the country. Its program expansion will be on technical and professional areas, particularly the prominent missing programs like medical studies, 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% share of basic sciences and basic social sciences programs. 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.

## **CURRENT STATUS**

### **Academic Programs**

PU offers 65 academic programs under its four constituent schools, four joint-constituent colleges, and 58 affiliated colleges within the four faculties of the university. The programs range from bachelors to doctoral degrees (Table 1). In other words, 65 academic programs are in operation under the four faculties: FMS, FST, FHSS, and FHS, spreading over four constituent Schools, namely SOB, SOE, SDSE, and SHAS as well as 58 affiliated college and four joint constituent colleges.

Table1: *Academic Programs by Faculties and Levels*

Faculties	Level				Total
	PhD	MPhil	Master	Bachelor	
FMS	1	0	6	7	<b>14</b>
FST	0	0	13	11	<b>24</b>
FHS	0	0	7	10	<b>17</b>
FHSS	2	1	3	4	<b>10</b>
<b>Total</b>	<b>3</b>	<b>1</b>	<b>29</b>	<b>32</b>	<b>65</b>

### Enrollment by Faculties

PU offers various programs and confers Doctoral, M.Phil, Master's and Bachelor's degrees under its constituent, joint constituent and affiliated colleges within the four faculties of the university. Table 2 presents the enrollment by faculties revealing that there are more than 60% enrollment in the programs under the faculties of FMS, FHS and FST out of total capacity over the last four years whereas it is only 30% enrollment in the programs under FHSS (PU, 2023).

Table2: *Enrollment by Faculties*

Faculty	Enrollment capacity per year	Average enrollment during last four years
FHS	1159	63%
FHSS	402	30%
FMS	7932	70%
FST	4814	72%
<b>Total</b>	<b>14307</b>	<b>68%</b>

The total capacity of the University at present is about 37,645 students. By the intake of 2023 (2080 BS), an additional 14,000 students (approx.) will be enrolled in four levels (Bachelor, Master, MPhil, and PhD) of studies in the University. As per UGC's EMIS report, PU has a share of 7.41% in national enrolment of the University education (UGC, 2022). Within PU, the share of students enrolled in the constituent Schools is 7.58 % (PU, 2023) of the total number of students. Pokhara University also has a plan to increase the number of students in the upcoming years.

### **Existing Physical Facilities**

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 to some extent 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* [1,393,947.6 sq.m] of land under the possession of Pokhara University including 1373 *ropani* [698,500.02 sq.m.] 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 Metropolitan city.

The Pokhara-30 site is the location of the existing built-up area where five Blocks (A, B, C, D, E) are divided for different purposes. The physical infrastructure facilities developed so far constitutes the modest Central Office and fairly modest deans' offices, and convenient Office of the Controller of Examinations in Block A. Similarly, in Block B, an academic complex is almost fully developed, which houses the school offices, classrooms, library, and laboratories. The Block C can be assigned as International Research Center of the University. In Block D, a new Pokhara University Teaching Hospital has been constructed and operationalized since 2022 (then girl's hostel). Block E is vacant and originally planned for sports complex.

The *Musetuda* and *Syaltara* sites of the then Lekhnath Municipality 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.

### **SWOT ANALYSIS OF POKHARA UNIVERSITY**

The strength, weakness, opportunities and threats (SWOT) analysis has been carried out to assess its opportunities and threats and strengths and weaknesses of the university.

#### **Strengths**

- All the schools have been a pioneer institution in establishing excellent academic endeavor in teaching and learning environment that has established their favorable public image, strong social capital with national and international network vis-à-vis competitors.
- All the schools (except SDSE) have been able to take admission in full capacity in recent years. Despite COVID 19 pandemic all the constituent schools and colleges of

PU have successfully adopted online teaching methodology and conducted timely examinations.

- The faculties in PU are academically qualified and capable, knowledgeable, and dedicated to provide student-oriented teaching learning activities.
- PU has applied the advance teaching methodology/pedagogy, as recognized by good universities of the world. All the schools have been able to deliver quality learning environment with innovative practices and participatory learning since its inception period. Apart from regular examinations, students are also evaluated on the basis practical and extracurricular activities.
- In order to cope with new advancements in different fields of knowledge, the curricula are being updated from time to time in corresponding areas of respective programs.
- Smooth and effective decision making without many bureaucratic hustles are main reasons of early conceptualization and implementation of innovative programs. It is the first university in the country that was established for operation of higher level educational institutions through the *maximum participation of private sector*.
- In the recent years, the University is working in collaboration with various EU agencies such as AURORA project of ERASMUS+ to develop teacher training curricula in line with European University practices, UNDP Nepal and others as research consultancy.

### **Weaknesses**

- The lack of sufficient physical infrastructure in most of the schools has limited the possibility of incorporating new courses which has created hurdles in creating the brand value of the university. The university also has not provided residential facilities to students, faculties and staffs.
- PU has to be able to allure highly competent faculty in its different schools as well as retain them. The physical distance of schools from Pokhara city is time-consuming for most of the students, faculties and staff.
- No research publications have been made possible in regular intervals via collaboration with reputed publication houses such as Sage, Springer, Taylor and Francis and so on.
- There is limited access to current international literature and journal articles limiting the skills development of students and knowledge transition.

- There is lack of weak organizational willpower on the part of implementation of plan and policies. There is lack of regular feedback mechanism.
- The absence of Database Management System (DBMS) has made it almost impossible for knowledge transfer with redundancy of work and thus requires dedicated team with expertise and experience.
- Centralized decision-making (HR and finances) is time-consuming and delays the essential works along with increasing dependency.
- Most of the staff members should be active and cast away their lackadaisicalness. So there is need of periodic trainings to enhance their skills and performance.
- For middle class and marginalized citizens, PU is still considered private, expensive, and unaffordable. Effective strategies are needed to change this perception of citizens and the public sector.
- The funding resources are primarily dependent upon affiliation fee and student fees only. Government provides very low level of financial support (i.e. 10% to 15%) through UGC as a regular funding policy. It is very low/inadequate compared to other universities in Nepal.

### **Opportunities**

- In line with recent trends in Nepal and as compared to foreign universities, the attraction of interdisciplinary programs is increasing.
- There is possibility to develop a team of think-tank that would give a clear direction and suggestions to the management and related areas.
- There is possibility of expanding the Open Distance and Flexible Learning Resource Center (assessment system, interface between IT and learning).
- There are many Universities around the world that are benefited by their strong scholarly community and alumni networks. So, PU could also work in revitalizing its alumni and scholarly networks to increase its financial sources and brand value.
- In the context of country's federal structure, it is the right time for PU to expand its role and work in collaboration with various spheres of federal, provincial and local level governments.
- PU can be a pioneering example for implementing and executing modern IT systems (online teaching and evaluation) in overall academic operation during the pandemic and post pandemic contexts in Nepal.

## **Threats**

- The high dependency on revenue from affiliation and student fee has posed a serious challenge for PU's sustainable financial ground. Apart from future financial strain it has also threatened the potentiality of providing state-of-the-art educational programs.
- There is an inadequate funding to the university and limited human resource for smooth functioning from the state.
- There is an increasing international migration of students in the recent years which has severely affected the academic enrollment across the country including PU.
- The University is still lagging behind in identifying, launching and strengthening the skilled, job oriented and innovative programs in appropriate time and place.
- There is a perception among the stakeholders that just by merely signing MoU with many other Universities and organizations won't be of much use if PU does not build strong and active strategic alliance and work actively in this direction in the long run.
- There is lack of coherent, consistent and updated Database Management System in PU which has widened the gap between current trends and practice.
- The interference from politically motivated personnel and organization especially at mid-level management in decision making level has eroded the functioning of PU. So there is a need to revise the policies and rules of PU regarding the qualifications, experiences and hierarchy while appointing such officials.
- PU has the possibility of being classified as a local or regional university, restricting its budget and priorities. It is therefore essential to start expansion in all provinces at the earliest opportunity.

## **STRATEGIC PRIORITY AREAS**

This section summarizes the key areas of strategic priorities of PU in its pursuit of excellence and development. Each priority represents a crucial aspect that will drive the university's progress and contribute to its overall strategic plan. By addressing these priorities, PU aims to enhance its infrastructure development, strengthen the existing and new academic programs, student affairs, research and publications, quality assurance, financial management, and collaborations and affiliations and international relations. The strategic priorities section provides a detailed roadmap for action, enabling the university to achieve its vision and fulfill its mission effectively. In summary, all together 17 strategic priorities areas have been identified with a total of 232 action plans. Out of 232 identified action plans, 84 (36%) are new. The new action plans have been identified through the stakeholders'

feedbacks. As an assessment of action plans, a large proportion of the action plans (64%) are the continuum of fourth strategic action plans (2018-2023) of PU.

### **Institution Building**

PU has a great challenge to compete in equal terms with other established universities. Management has a big role in this time-consuming task. Accordingly, systematic management processes will be established. The existing rules, regulations and bylaws will be revised and amended as per requirement. In addition, rules, and guidelines required for the institutional development will be prepared and implemented. Specific responsibility and accountability centers and norms will be established. The management practice will basically adhere to the principle of economy, efficiency, and transparency. Accordingly, the management values and culture will be promoted, befitting the University by the following specific strategies.

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

### **Structural Rearrangement**

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

- 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.
- Research and Innovation unit need to be revisited to make this unit involve with international developing agencies like World Bank, UNDP, JICA, EU and others.
- A responsive, accountable, transparent, and committed governance system will be established.
- Objective criteria and mechanism for management positions will be developed and their implementation will be made transparent.
- The system will be made clear, specific and efficient, incorporating responsibility and accountability centers viz., academic program, examination, faculties, and administration allowing for regular supervision and assessment.
- The administrative structure will be revised and restructured with the creation of relevant and necessary offices, divisions, and sections.
- Job description and role, authority, and responsibility for all management positions will be prepared and enforced when necessary.
- The mechanism for monitoring on a regular basis will be strengthened.
- The ratio of the administrative staff to faculty will be arranged with a view to maintain at 1:2 within its academic units as designed in the recent strategic plan 2018-2023 of the university.
- The staffing at the central office including the OCEs will be employed to its minimum as designed in the recent strategic plan 2018-2023 of the university. Multiple responsibilities will be given where and when feasible.

### **Infrastructure Development and Property Management**

Though, PU has already celebrated its silver jubilee, 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 center, 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.

- Construction activities will be prioritized based on the program needs.
- Resources from all viable sources viz. government, affiliated colleges, development partners, and local community will be mobilized. The appropriate public private partnership (PPP) model will also be applied whenever relevant.
- An appropriate management unit will be established. Property will be managed periodically and systematically.
- A new and standardized Master Plan for new academic complex infrastructure will be prepared so that it can be implemented for the constituent college establishment at the major academic hubs.

### **Strengthening Existing Programs**

The PU has followed the following four-pillar principles of teaching and learning process:

- a) knowledge;
- b) technique;
- c) skill; and
- d) 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 on 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.

- Construction of sufficient stock of physical infrastructure
- 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.

## **New Programs**

Developing countries like Nepal need to be serious in implementing the SDGs with a strong focus on poverty alleviation and economic prosperity with increased productivity of the human and other resources along with the quality of people. The University should launch programs that can play a vital role in achieving these goals along with SDGs. According to this fundamental conceptual framework, PU 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 programs in other parts of the country.

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

- Current needs;
- Requirement of the university;
- Market orientation;
- Implementation capabilities;
- Symbiosis with expanding knowledge;
- Universality of schemes;
- Compatibility with world class programs;
- Innovativeness;
- Academic sustainability;
- Financial viability;
- Intake (catchment) area; and
- Availability of the PU's programs in the proposed area.

The existing programs 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.

## **Research and Publications**

Research and publications will be closely integrated with the academic programs. Priorities will be given to such research and development works which have a direct

relationship with the academic programs 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.

PU will allocate a significant portion of its operating budget (approximately 3%) 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 PU 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 PURC 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. PU will publish a series of publications, which will include
  - Refereed journals;
  - Research reports;
  - Occasional papers;
  - Case studies; and
  - Reference materials.

### **Continuing Education and Consultancy Services**

A continuing education center will be established to provide short, medium and long term training on refresher courses and fresh training program with a provision of certificate. Such programs should build upon the requirement of the Government, corporate enterprises, development agencies and civil societies.

- i. Guidelines for consultancy services will be prepared.

- ii. PURC will assist the consultancy wing to secure services from the Government, international organizations and civil society.

### **International Relations**

International recognition is a very important step for any academic program or institute. Pokhara University still has to do a lot of works in this respect. The International Relation Centre (IRC) 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 programs, 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 IRC will be strengthened and continuous efforts will be made on effective implementation of the signed MoUs and other established functional relations.

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

### **Collaboration and Affiliation**

Pokhara University has launched its programs 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 as well as the guidelines of the UGC are met. Such standards will include, among other things, minimum achievements necessary. All affiliated colleges and

their programs 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 programs 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.

To increase the share of constituent programs in the overall program of PU, a policy of working with government agencies, non-profit making organizations including foundations, education *Guthi*, public and civil institutions to establish and run joint/collaborative colleges or programs. This will not only increase the students within the constituent programs, but also will have the synergy effect on the operation and quality of the joint/collaborative programs and well as increase the partnership and interrelationship of PU with other public and non-profit making organizations.

### **Quality Assurance**

Quality of education will be the prime concern and motto of the University. The quality defined by the UGC 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 analytical ability. 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.

- Quality Assurance and Accreditation (QAA) will be achieved in accordance with the UGC provisions among those schools who are in the process of QAA.
- Importance has been placed for the quality assurance and academic program offerings and it will be continued and strengthened.
- 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.
- A system audit will be done in all schools to strengthen the academic interrelations between the parameters of as presented above.
- The focus of implementation will be placed on application capability of the enriched knowledge and skills.
- Opportunities for students to achieve intellectual maturity while developing appropriate professional skills and specific skills in communication, computer proficiency, information literacy, logical exposition, analytical skill, research and publication will be incorporated in the curriculum.
- Continuous quality monitoring will be done by developing quality assurance mechanisms.
- Quality assurance mechanisms will be strengthened according to the UGC 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.
- The relevance of academic programs will be increased by increasing employment opportunities of students significantly through employer partnership and establishing a placement cell.
- Participatory learning approaches will be incorporated.
- Pedagogy will be improved and diversified by emphasizing on assignments, projects, and practical works.
- Definite operational calendar, work schedule, minimum teaching/work load, research and publication will be made further clearer as per the level of programs and the level of faculty members.

- The intake capacity of each program which is already been determined while granting permission for operation will be reviewed, revised and re-determined on the basis of a critical assessment of available resources: physical, academic, human and financial, potential market, and future orientation.
- Norms of required equipment and supplies for each program will be defined.
- 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 further strengthened.
- 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.
- A comprehensive system of student evaluation on all aspects of their experience will be strengthened in the University.
- Examination system which is aimed at attaining the goal of high quality through the continuous evaluation system (from entry to exit) will regularly be reviewed and continuous improvement will be made in the examinations process.
- The scope of involvement of external examiners and experts in the process of evaluating student performances will be widened and their involvement will be increased.

### **Human Resources**

One of the most important areas of concern and strategic approach is to hire and manage committed and dedicated human resources, 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 human resources to enable them to realize goals, sense of achievement and their contributions. Suitable responsibilities and challenges will be assigned to highly qualified human resources. 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 human resources 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 P.U. and all strategies will be implemented by realizing this value.

The following specific human resources strategies will be developed, implemented, and/or strengthened.

- Highly dedicated, committed, and qualified human resources will be recruited.
- Continuous upgrading of human resources will be done and necessary exposure will be provided.
- Incentive and remuneration packages will be reviewed and refined in such a way as to retain quality human resources, provide encouragement to meet the challenges in ever changing academic environment of the University.
- Short, medium and long-term faculty/staff development plans which have been implemented under the PU rules, regulations, bylaws and executive decisions will be made coherent to further regularize the process of enhancing academic qualification and the quality of the human resources.
- In-service training opportunities in Nepal and abroad for exposure and upgrading will be provided to the faculties and staff.
- Mandatory orientation will be provided after every curriculum revision and change.
- A reward and punishment policy will be properly enforced. 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.
- Workload for each level of academic program and faculty member will further be defined clearly and enforced effectively.
- Norms for involvement in consultancy and off-campus jobs will be developed.
- Promotion of the academic and administrative staff will be made transparent, objective, and quality-based.
- Monetary and non-monetary incentives will be provided for higher performance and additional responsibilities.
- Income generated from extra work will be shared on the basis of defined performance criteria.

### **Financial Management**

As cost sharing is the national policy of the GON on the financial management of higher education, the University has attempted to run every program 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 GON 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.

- The basic thrust of the University will be cost effectiveness through effective utilization of physical and human resources.
- Pricing of the product will be done on full cost recovery principle.
- 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.
- 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.
- The University will establish mechanism to mobilize local, national, and foreign assistance for targeted programs.
- PU Endowment Fund will be created through budgetary allocation, volunteer contribution, and mobilization of various sources as mentioned earlier.

### **Information and Communication Technology**

The use of 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.

- ICT planning and decision making will be aligned with the University mission.
- A framework within which ICT can contribute fully to enhance teaching and learning, research, consultancy and academic management across the University will be provided.
- Responsibilities for ICT policy, planning and service delivery and the governance structure for ICT within the university will be clarified and delineated.
- 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.
- Effective internet center will be established assuring resources from the Nurturing Excellence in Higher Education Program (NEHEP) of the UGC.

## **Student Affairs**

As the students spent a good segment of their most productive part of their life in the university, i.e. four years at the minimum (to complete the undergraduate program of PU) and up to 10-11 years at the maximum if they pursue Master, MPhil and PhD. Providing students a conducive academic environment by the university is necessary. In the meantime, the university also requires in providing facilities, environment and avenues for extra-curricular, professionalizing and socializing activities. The self-development of students as individual and in group will be supported by:

- A strong student welfare and extracurricular development unit needs to be established to promote student welfare activities.
- Encouraging and promoting greater student participation in all academic activities of the University.
- Supporting the extra-curricular activities of the students through students themselves.
- Providing counseling, advice, information and support services to students.
- Providing supplementary training to students by organizing skill-based courses.
- Enhancing and developing recreational facilities for students.

## **Accessibility to Pokhara University Education**

It is among the major responsibilities of each university to make the university education accessible to all the sectors of the society. PU should not be indifferent in this concern. Moreover, to attract high quality students, financial support is required for those who are brilliant and intelligent but are unable to afford paying the required fees. To overcome such problems and make higher education accessible to the underprivileged group of students, the following strategies are adhered by the PU.

- Scholarship will be continuously provided by the university itself to 20% of the total approved quota of the constituent programs. A 10% scholarship from affiliated colleges will be provided to outstanding students and the students from the underprivileged segment of the society such as disabled, children of martyrs, victims of the *Jana-andolan*, Dalit, *Janajati*, women, remote areas, and *Terai-Madhesh* areas as designed in the recent strategic plan 2018-2023.
- A new policy regarding the scholarship to students will be provided into two basic criteria: as meritorious and community school basis in a ratio of 30% and 70% respectively.
- Student Assistantship Programs such as part-time employment in clerical works, library works, gardening, transportation, laboratory works, faculty research and

teaching in juniors will be launched to provide financial assistance to the financially weak students with a view to strengthen the participation of students in the educational process of the University.

- The University will explore all sources of scholarship from the three levels of governments and other organizations and institution.
- Institutional research works in collaboration with other institutions, particularly the foreign ones will try to provide scholarships and fellowships for graduate students.

### **Partnership with the Community and Other Stakeholders**

PU is partially a state funded institution. Government/Local community 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.

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

### **Strengthen the Newly Established Pokhara University Teaching Hospital**

Teaching hospital came into existence in 2078/79 that is; only after 25 years of establishment of Pokhara University. The university has passed the proposal and working procedure of the hospital and allocating around Rs. 210 million. The director of Teaching Hospital has been appointed. The work of preparing the women's dormitory building constructed within the "D" block (33 ropanis of Kitta No. 2123) of 114 ropanis of land at Khudi, Dhungepatan, Pokhara-30, which is currently in operation at the university, has been intensified as a 100-bed Pokhara University Teaching Hospital. A procurement committee has been formed to procure the necessary equipment for the teaching hospital and its specification, cost estimate has been prepared and the arrangement of doctors, nurses and staff required for the hospital has also reached the final stage. PUTH has the following objectives:

- To establish itself into an institute of health sciences recognized nationally and internationally as a center of excellence in health care services.
- To complement undergraduate, graduate and post-graduate programs of both medical and para-medical in the university.
- To provide tertiary care level (subspecialty) curative and rehabilitative health care services from its clinical departments.
- To undertake scientific health research activities.
- To establish itself as a center of excellence in the country and Gandaki Province particular in the health sector.

## **IMPLEMENTATION STRATEGY**

### **Time Dimension**

The previous action plan periods can be broadly categorized into four phases: establishment phase, development phase, human capital building phase and continuation of human capital building phase. The period of first plan (2003-2008) can be labelled as establishment phase, and the duration of second plan (2008 -2013) can be referred as development phase. Similarly, the period of third plan (2013-2018) can be categorized as human capital building phase in order to initiate the higher studies programs in the university. Lastly, the period of fourth plan (2018-2023) can be stated as the continuation of third plan.

The proposed fifth action plan period (2023-2028) envisioned that PU would achieve its mission so as to develop the University as a center of excellence of higher education in the country by further developing the infrastructure and expanding the university across the

country as well as by broadening the human capital approach and launching the coursework based doctoral programs in various academic disciplines.

### **Action Dimension**

The University has prepared a Fifth Five-Year Action Plan in the framework of this strategic plan for the period of 2023 – 2028, and seeking approval from the University Senate in its 23<sup>rd</sup> General Meeting. The University tried its best to put the plan into action as approved by the Executive Council of the University and seeks approval of the University Senate in the upcoming 23<sup>rd</sup> General Assembly to be held on 6 July 2023 (21 Asadh 2080).

### **Priority Dimension**

Actions are prioritized as P1 and P2 based on their relative strength. In this regard, first priority has been given to the institutional and physical infrastructure development required for the full-fledged university followed by new programs which are in high demand in the market. Among new programs, the first priority has been given to the technical and professional education—medical and engineering education which could not be accomplished during this plan (see Annexes 1 to 17 for the Action Plans 2023-2028) followed by professional education under social sciences and management along with mountain study, tourism, sports, and law, the establishment of specialized research centers and the establishment of the constituent colleges in major cities with the full financial support of the GON to make higher education widely accessible.

In the meantime, existing programs will be strengthened and the faculty-wise priority will be given to the specialization in health sciences, advanced studies in the engineering education, advanced studies on management including tourism and hospitality industry, logistics and supply chain management as well as poverty alleviation, creation of economic prosperity and sustainable development related fields, analytical studies in social and development fields as well as demand (market) driven professional subjects in humanities and social sciences. Thus, most actions have been given Priority one (P1).

### **Location Dimension**

The central offices, deans' offices, OCEs and schools of the University have been located in the Pokhara Metropolitan-30. In addition, teaching hospital, most of the engineering laboratories, PURC, CDC, IRC have also been located in the same periphery. But extension programs of schools and research centers may be located at other sites as appropriate. In the meantime, establishment of constituent colleges in major academic hubs like Kathmandu, Chitwan, Birgunj, Butwal, Kohalpur, Mahendranagar, Surkhet and Biratnagar will be initiated and materialized during this period.

### **Resource and Activity 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 program grant; and (iii) individuals, institutions including affiliated colleges, industries, commercial organizations and community at local, regional, national and international levels. The revenue includes the earnings from the new programs in addition to the earnings from fees and affiliation, regular and matching funds from UGC. The expansion policy of constituent colleges will be established based on the cost recovery model with support of local municipalities. A total of 237 activities are to be accomplished in five years.

### **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 this plan period (2023 – 2028) would place the University into center of excellence as well as in a position within the national system of higher education in Nepal.

### **Competitive Dimension**

Upon the completion of each action plan, this strategic plan identifies universities competitive areas and set strategies for its expansion in both human and physical capital.

## **CONCLUSIONS**

The fifth strategic plan of PU provides a clear roadmap for its development, encompassing key strategic priorities that drives its success in the years 2023 to 2028. By aligning with the country's national development and higher education policies, the university would place into the center of excellence and aims to play a significant role in advancing the higher education landscape in Nepal. Through a focus on center of academic excellence, research, and innovation, the university will work for enhancement of its social image and reputation, both at national and international level.

The University will implement the strategies developed in order of priority, as specified in priority dimension strategy and the action plans approved by the University Senate to make the Pokhara University a noted university, offering high quality application oriented academic programs with high degree of market absorption rate. To attain this, the university will acquire QA through excelling 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 center of excellence for higher education. Through the implementation of this strategic plan, PU envisions to be a leading institution, making significant contributions to higher education and society as a whole.

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**ANNEXES: ACTION PLANS FOR THE FIFTH FIVE-YEAR PLAN (2023-2028), POKHARA UNIVERSITY**

**ACTION PLANS FOR THE FIFTH FIVE-YEAR PLAN (2023-2028), POKHARA UNIVERSITY**

**Strategic Priority Area 1: Institution Building**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1 to 5	1.01	Conduct the SWOT analysis of current management system in various units of PU	P1	Office Heads	Feedback for reorganizing or restructuring the internal structure of various sections received	Respective head will conduct the SWOT analysis of their respective units: Deans, Directors, Controller of Examinations, Program Coordinator, and Librarian
1 to 5	1.02	Carry out Pokhara University system audit	P1	Office Heads	Rules, procedures and the overall functional system coordinated and synchronized	The Registrar will engage a consultant to audit the PU system
1 to 5	1.03	Review and revise the internal organization structure of Dean Office, Central Office, OCEs, Directorates, Schools, and Library	P1	Executive Council/Registrar's Office	New modified internal organization structure of Dean Office, OCEs, Directorates, School, and Library received	Executive Council will form a committee to study the present status under experts. Management and academic system audit will be done.
1 to 5	1.04	Revision of existing university act, rules, and regulations	P1	Executive Council/Registrar's Office	Revised university act, rules, and regulations as per the need of the academic environment	Executive Council will form a committee to review the regulations
1 to 5	1.05	Continue the policy for the regular dissemination of information through the appropriate mass media	P1	Registrar's Office	PU Information Centre disseminates its information among stakeholders and general public	Information Office will publish bulletin, web page information, biannual public information report, annual report and publication of university notices regularly

1 to 5	1.06	Develop the policy on enhancing local participation in the university infrastructure development	P1	ViceChancellor Office	Local participation increased	Executive Council will form the committee under the leadership of the Head of Planning Division. Local leaders will be included in the committee
1	1.07	Review/revise the standard of job/job description and set up a controlling mechanism	P1	Registrar's Office	Job description of each and every academic and administrative staff revised	Registrar's Office will outsource to review the past works on the job description and necessary revision.
1 to 5	1.08	Update the policy on the monitoring and supervision	P1	ViceChancellor's Office/ Planning Division	Policy on the monitoring and supervision of the constituent and affiliated programs revised	The concerned Dean Office and the planning Division be involved in the policy update
1 to 5	1.09	Strengthen monitoring and supervision	P1	ViceChancellor's Office/Dean's Offices/Planning Division	Regular supervision and monitoring of affiliated and constituent programs	The concerned Dean Office and the Planning Division will regularly monitor the programs run by the affiliated and constituent colleges.
1	1.10	Establish/Strengthen Public Relations Offices in Dean's Offices/OCEs/each Schools of the University with Information Officer and Focal Person	P1	FHSS/FST/FHS/OCE/SDSE/SOE/SHAS	Information to the stakeholders and general public reached	Information flow system as software will be prepared
1 to 2	1.11	Develop the software (EMIS) that can be used to keep overall record of FST/SOE	P1	FST/SOE	Digital record keeping in order to assess the yearly progress of each school/college developed	The FST will assign the task to software company
1 to 5	1.12	Setup Exam Division within FST	P1	Academic Council/ FST	Timely Examination of FST programs set up	Exam Schedule of one faculty has been affecting the schedule of another

1 to 5	1.13	Develop Examinations Management Software	P1	EC/COE	Examinations Management Software developed	All activities conducted by OCEs would have Automation
1 to 2	1.14	Digitalization of Examinations documents	P1	OCE	Work load of staffs would be decreased and increased the efficiency in work	Service delivery would go on prompt way
1 to 2	1.15	Establish Exam operation unit in Kathmandu	P1	OCE	Reduced the unusual cost while conducting the examinations in Kathmandu	Stakeholders realized that there is need of unit of exam section in Kathmandu as in the previous years
1 to 2	1.16	Policy formation regarding students activities	P1	EC/SWECA	Policy developed	New policy realized among the stakeholders since there is no existing

**ACTION PLANS FOR THE FIFTH FIVE-YEAR PLAN (2023-2028), POKHARA UNIVERSITY**

**Strategic Priority Area 2: Structural Rearrangement**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1 to 2	2.01	Structurally rearrange the office of VC/Registrar/Deans/Directors/Staffs	P1	Office of the VC/Registrar	Internal structure of the central office rearranged	Internal structural rearrangement would be realized among the stakeholders
1 to 2	2.02	Strengthening institutional structure	P1	Vice Chancellor's Office	Structure of the institution strengthened	Structural rearrangement would be realized among the stakeholders

**ACTION PLANS FOR THE FIFTH FIVE-YEAR PLAN (2023-2028), POKHARA UNIVERSITY**

**Strategic Priority Area 3: Infrastructure Development and Property Management**

Year	Action SN	Actions	Priority	Responsibility	Anticipated Result	Remarks
1	3.01	Revision of the existing Master Plan	P1	Registrar's Office	Revised Master Plan of the University prepared	The Registrar will outsource for the task, which will be advised by an advisory committee of the university formed by the Registrar
1	3.02	Preparation of new Master Plan for new locations of the University	P1	Registrar's Office	Existing Master Plan of the University revised and New Master Plan prepared	The Registrar will outsource for the task, which will be advised by an advisory committee of the university formed by the Registrar
1	3.03	Prepare property management system of the University	P1	Registrar's Office	The university property management system is established and property managed	A Property Management Committee will be established which will monitor and supervise property management
<b>Central Administrative &amp; Support Buildings/Facilities</b>						
1	3.04	Addition/Strengthen of two stories to Central Office Building	P1	Registrar's Office	New administrative complex constructed	596sqm*2 story space (i.e. 1192sq.m space). To accommodate Dean's Offices, PU Service Commission
1	3.05	Expansion of parking shades at the Academic Complex	P1	Registrar's Office	Parking lots are ready	Parking sites will be developed in the available empty spaces within the complex
1	3.06	Library resources: Audiovisual Section	P1	Library	Access to library improved	
1 to 2	3.07	Central Office Smart Gate	P1	Registrar's Office	A gate in the central office complex is ready to use	
1 to 2	3.08	Construction of Authority/Faculty/Staff Housing	P1	Registrar's Office	Construction of faculty/staff housing completed and	20 units at the first phase. Additional houses to be constructed regularly

					faculty/staff accommodated	
1 to 2	3.09	Cafeteria building	P1	Registrar's Office	Construction of the cafeteria at the academic complex completed	15m*8m=120sqm*2=240sqm floorspace in two stories would be available
1 to 3	3.10	Construction of playground	P1	Registrar's Office	A basic playground constructed	This playground located at Pokhara-30 Site be improved regularly
2	3.11	Strengthen the Construction of Electronic Library Entry & Exit Gate	P1	Registrar's Office/ Library	A secured system is established	Library staff would be supportive
2 to 3	3.12	Construction of indoor sports and multiuse building (Clinic, Mini-Cafeteria/Canteen, Student Union Office, Fitness Centre, Convenient Store, Offices of Faculty & Staff associations)	P2	Registrar's Office	Construction of the first indoor and multiuse building conceptualized	Indoor Hall size: 110'*84' (33.5m*25.6m) = 9240sqft(857sqm)*2story, i.e. 1714sq.m. + Annex wing of 255sqm*4story. Total floor space = 2734. This building can fulfill the requirement of the Canteen and other spaces as mentioned in the Activity
3 to 4	3.13	Construction of Pokhara University Auditorium/ Conference Hall	P1	Registrar's Office	Construction of Pokhara University Conference hall started	
3 to 5	3.14	Building for Pokhara University International Centre (PUIC)	P2	Registrar's Office	A design to construct PUIC with 3 units of suit rooms, 5 units of studio and 1 conference hall constructed	International partners will be approached to fund this project
1 to 2	3.15	Construction of Boy's Hostel	P1	Registrar's Office	Design for the construction of 50 units male dormitory started	Additional dormitory building to be constructed regularly
1 to 2	3.16	Construction Girl's Hostel	P1	Registrar's Office	Design for the construction of 50 units female dormitory started	Additional dormitory building to be constructed regularly

<b>Integrated Academic Complexes</b>						
1 to 2	3.17	Land will be acquired in various provinces/places	P1	EC/Registrar's Office	Land is to be made available in major centers of academic concentration (academic hubs) outside Pokhara 30	Required land is provided by the Government or leased from the local Government for the construction of constituent colleges to operate selected programs
1 to 2	3.18	Building for Graduate Programs (PhD/MPhil/Master) at the Pokhara Metropolitan City	P2	EC/Registrar's Office	Building construction started	600sqm*4story space (i.e. 2400sq.m space). This building will be used for programs under FMS, FHSS and FHS which have limited lab requirements.
1 to 2	3.19	Building for the Mountain Studies Centre	P1	EC/Registrar's Office	Building for the Mountain Studies Centre completed	700sqm of total space is required. International partners will be approached to fund this project
1 to 2	3.20	Building for the Community/Business/startup Incubation Centre	P1	EC/Registrar's Office	Building for the Community/Business Incubation Centre completed	500sqm of total space is required. Ministry of Industry, Commerce and Supply will be approached to fund this infrastructure project
3 to 5	3.21	Building for Integrated programs in selected centers (academic hubs)	P2	EC/Registrar's Office	Building construction started	Kathmandu (Graduate Programs), Butwal, Chitwan-Gaidakot, Kohalpur, Mahendra Nagar
<b>FHSS</b>						
4 to 5	3.22	One story addition at the Library Building to accommodate Library and Documentation Science	P2	EC/Registrar's Office	Basic physical infrastructure for LLB Program completed	
4 to 5	3.23	Construction of building for Dean Office FHSS	P2	EC/Office of the Registrar	Dean Office with convenient working space constructed	Expected to be completed by FY 2027/28
<b>FMS</b>						
2 to 3	3.24	Renovate/Construct School of Business Building	P1	EC/Registrar's Office	Physical infrastructure for the School of	New Complex for graduate Program will be constructed at Pokhara-30 and other sites

		Complex			Business	
4 to 5	3.25	Construction of building for Dean Office FMS	P2	Office of the Registrar	Dean Office with convenient working space constructed	Expected to be completed by FY 2027/28
<b>FHS</b>						
1	3.26	Construction of Medical/Health Science Academic building	P1	Registrar's Office	Construction of a specialized academic complex started	The academic complex would be constructed in appropriate site in Pokhara 30
1 to 3	3.27	Building for Herbal Research and Processing Centre	P1	Registrar's Office	Construction of Herbal Research and Processing Centre completed	Site to be identified
2 to 3	3.28	Medicinal plant garden	P1	Registrar's Office	Land developed and necessary infrastructure is built	The site will be in Pokhara-32
4 to 5	3.29	Construction of building for Dean Office FHS	P2	Office of the Registrar	Dean Office with convenient working space constructed	Expected to be completed by FY 2027/28
<b>FST</b>						
1	3.30	Site development and training work for Engineering Complex	P1	Registrar's Office	The site is ready for the construction of Engineering complex	The site development will be done in Musetunda
2	3.31	School of Engineering Building Complex	P1	Registrar's Office	Basic physical infrastructure for the School of Engineering completed	New Engineering Complex will be constructed in Musetunda
3 to 5	3.32	Construction of advanced engineering laboratory block	P2	Registrar's Office	Laboratory with better facilities started	

4 to 5	3.33	Construction of building for Dean Office FST	P2	EC/Office of the Registrar	Dean Office with convenient working space constructed	Expected to be completed by FY2027/28
<b>OCEs</b>						
1	3.34	Convocation stage	P1	EC/Registrar's Office	A stage facility for accommodating 4000 seats is ready	The stage will accommodate space for storing 4000 chairs
3 to 4	3.35	Annex building for the OCEs (Construct new office building for OCEs)	P1	EC/Registrar's Office	New office building constructed	The building would be used by faculties in relation to examination related matters and other activities

**ACTION PLANS FOR THE FIFTH FIVE-YEAR PLAN (2023-2028), POKHARA UNIVERSITY**

**Strategic Priority Area 4: Strengthening Existing Programs/Strengthening Academic Excellence**

Year	Action SN	Actions	Priority	Responsibility	Anticipated Result	Remarks
1	4.01	Development of basic guidelines for strengthening existing programs	P1	Dean's Office/CDC	Faculty and staff start using guidelines for strengthening existing Programs	Synchronize with QAAS system
1 to 5	4.02	Teaching pedagogy including Micro-syllabus and Evaluation Tools	P1	Dean's Offices/ Curriculum Development Centre	ICT based modern teaching and learning practices strengthened	Dean's Office is to implement the modern teaching pedagogy in association to constituent schools and colleges
1 to 5	4.03	Teaching materials	P1	Deans' Offices/ Curriculum Development Centre/Schools/ Colleges	Faculty members develop teaching materials and manuals 30 courses of 20 programs at Bachelor level 10 courses of 20 programs at Master level	Sufficient teaching materials available
1	4.04	Curriculum revision/detailing of BALLB/MPGD/MDEVs/BECS programs	P1	FHSS/CDC	Curriculum revision/detailing of BALLB/MPGD/MDEVs/BEC S programs prepared	Expected to be completed by 2080/81 BS
2-3	4.05	Development of New Curriculum on Doctor of Philosophy (PhD) in other areas	P2	Deans office	Course Details of the PhD program in other areas prepared	

3 to 5	4.06	Curriculum development of Bachelor of Film Studies (BFS) Program/Visual and Performing Arts	P2	FHSS/CDC/Office of the Registrar	Course Details of the BFS Program prepared	Expected to be completed by FY 2084/85
1 to 5	4.07	Laboratories	P1	Deans' Offices/ Schools	Quality of laboratories improved	Additional equipment/instruments regularly be added/Training provided to laboratory faculty and staff
1 to 5	4.08	Training and qualification enhancement of teachers and staff	P1	VC's Office/Deans' Offices	No of qualified teachers increased	Training to new faculties and refresher to the existing faculties and staff are regularly provided
1 to 5	4.09	Extra-curricular activities	P1	Schools/SWECA	Students' overall self-reflection enhanced	Sports, multicultural activities, social activities, clubs and professional activities
1 to 2	4.10	Strengthen BSc Nursing/BNS Program	P2	FHS/SHAS	BSc Nursing/BNS Program strengthened	Strengthen is realized among the stakeholders
1 to 2	4.11	Strengthen 100 bedded hospital to develop 350 bedded hospital.	P1	FHS/PUTH/SHAS	350 bedded hospital established	350 bedded hospital realized
1 to 2	4.12	Categorizing the Academicians (teaching faculty) of affiliate colleges as: Professor, Reader, Lecturer	P1	Academic Council/ Service Commission	Faculty Members of the affiliated college will get formal accreditation	Partial fund can be generated from the concerned college
3	4.13	Update existing Library software as per the need of modern library, extension of e-resources, Journals and other library services	P2	SDSE/PUCL	Existing library software updated	Assist teaching learning activities and research work.

4	4.14	Enhance Bibliographic recordsanddatabaseof book and non-book materials in existing Library management Software.	P1	SDSE/PUCL	Databaseofbooksandothers enhanced	Savetimeof busyusers
5	4.15	Expansionofreadingarea especially for faculty studyarea	P2	SDSE/PUCL	Readingareaexpanded	UsefulandHelpfulforfaculty members

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**Strategic Priority Area 5: New Programs**

Year	Action SN	Actions	Priority	Responsibility	Anticipated Result	Remarks
1	5.01	Policy design on how to launch new programs under different faculties, schools and others	P1	Vice Chancellor's Office	Policy guidelines on the new programs	Appropriate Centers will be promoted
<b>Constituent Colleges:</b> Establishment of constituent college at least one in each province based on the number of affiliated colleges.						
1 to 2	5.02	Bagmati province – College I	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
1 to 2	5.03	Bagmati province – College II	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
1 to 2	5.04	Lumbini province	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
1 to 2	5.05	Madhesh Province	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
1 to 2	5.06	Sudurpaschim province-	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
1 to 2	5.07	Koshi Province	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
1 to 2	5.08	Karnali province	P1	Integrated of all faculties	Students enrolled in this program	Grants/funds from GON/Local Govt./Concerned Authorities
<b>Joint Programs</b>						
1	5.09	Master of Applied Statistics and Applied Economics	P2	Required faculties	Students enrolled in this program	

1 to 2	5.10	Continuing Education Centre	P1	VC Office/CDC	Regular training programs operated	
1 to 2	5.11	Library resources: E-library	P1	Library	Access to library established and improved	
<b>FHS</b>						
1 to 2	5.12	PhD in Health Sciences (Major in Pharmaceutical Sciences, Public Health, Medical Microbiology & Medical Biochemistry)	P1	FHS	Students enrolled in this program	Program demand is realized among the concerned stakeholders and communities
2-5	5.13	Establish School of Medical Sciences (SMS)	P1	FHS	School of Medical Sciences established	SMS is realized among the concerned stakeholders and communities
1 to 3	5.14	Bachelor of Dental Surgery (BDS)	P1	FHS	Students enrolled in the Program	Program demand is realized among the concerned stakeholders and communities
3 to 5	5.15	MBBS	P1	FHS	Students enrolled in the Program	Program demand is realized among the concerned stakeholders and communities
1 to 3	5.16	M.Sc. Medical Lab Technology	P1	FHS/SHAS	Students enrolled in this program	Program demand is realized among the concerned stakeholders and communities
4 to 5	5.17	M.Sc. MLT (Pathology)	P1	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders and communities
4 to 5	5.18	M.Pharm (Pharmaceutical Engineering)	P2	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders
4 to 5	5.19	M.Pharm (Pharmacoeconomics)	P2	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders
4 to 5	5.20	M.Pharm (Pharmacoepidemiology)	P2	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders
4 to 5	5.21	Master of Pharmaceutical Sciences / MSc Organic Chemistry	P1	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders and communities
4 to 5	5.22	Master of Health Statistics	P2	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders
4 to 5	5.23	MN (Women Health)	P2	FHS/SHAS	Students enrolled in the program	Program demand is realized among the concerned stakeholders
4 to 5	5.24	MN (Adult Nursing)	P2	FHS/SHAS	Students enrolled in the	Program demand is realized among the

					program	concernedstakeholders
4 to 5	5.25	MN (Oncology)	P1	FHS/SHAS	Studentenrolledinthe program	Programdemandisrealizedamong the concernedstakeholders
4 to 5	5.26	MN (Geriatric)	P1	FHS/SHAS	Studentenrolledinthe program	Programdemandisrealizedamong the concernedstakeholders
5	5.27	MScin Nursing	P1	FHS/SHAS	Programisinitiated	Programdemandisrealizedamong the concernedstakeholders
5	5.28	BachelorofAlternative Medicine	P2	FHS	Studentsenrolledinthis program	The landforthe programmaybe acquired at Lame Aahal
5	5.29	BNS(Geriatric/Oncology)	P1	FHS/SHAS	Programisinitiated	Curriculumisready
2 to 3	5.30	BScinRadiologyandImaging Technology	P1	FHS/SHAS	Studentenrolledinthe Program	Programdemandisrealizedamongthe concerned stakeholders
4 to 5	5.31	B.Pharm(Five Years)	P2	FHS/SHAS	Studentenrolledinthe Program	Fortheuniformitywithglobal practice
4 to 5	5.32	B.Pharm(Six Years)	P2	FHS/SHAS	Studentenrolledinthe Program	Fortheuniformitywithglobal practice
4 to 5	5.33	MPH(HealthInformatics)	P2	FHS/SHAS	Studentenrolledinthe program	Program demand is realized. NEEM project,EUErasmus+wouldhavethe financialsupport
1 to 3	5.34	NepaleseEducationinE-Health – Master (NEEM)	P2	FHS	Student enrolled in the programand4facultywill getPhDscholarshipunder FHS	NEEM project, European Union Erasmus+wouldhavethefinancial support
1 to 3	5.35	Developnewcurriculumin disastermedicine	P2	FHS	Curriculumin disaster medicine developed	EuropeanUnionErasmus+wouldhave thefinancialsupport
1 to 3	5.36	Prepare simulation lab for organizingTraining/Workshop	P2	FHS	Training/Workshopcanbe organized once the simulationlabisprepared	EuropeanUnionErasmus+wouldhave the financial support
<b>FST</b>						
1 to 4	5.37	BE IT	P1	FST/SOE	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 4	5.38	B.Architecture	P1	FST/SOE	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders

1 to 4	5.39	BE Recreation	P1	FST/SOE	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 4	5.40	BE ElectronicsandInformation Technology	P1	FST/SOE	Studentenrolledinthis program	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.41	BE Mechanical	P1	FST/SOE	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 4	5.42	BE Agriculture	P1	FST/SOE	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 4	5.43	BE Bioinformatics	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 4	5.44	BSc DataScienceandArtificial Intelligence	P2	FST/SOE	Studentenrolledinthis program	Constituentprogramis realized
2 to 4	5.45	BE Environmental	P2	FST/SOE	Studentenrolledinthis program	Constituentprogramrealized
1	5.46	Master of Science in EnvironmentEngineering	P1	FST/SOE	Programisinitiated	ReplacementofPHDE
1 to 4	5.47	ME ArtificialIntelligenceand Machine Learning	P2	FST/SOE	Studentenrolledinthis program	Constituentprogram
1 to 4	5.48	MSc Biotechnology	P2	FST/SOE	Studentenrolledinthis program	Constituentprogram
1 to 4	5.49	ME Computer	P2	FST/SOE	Programisinitiated	Constituentprogram
1 to 4	5.50	Master of Science in GeotechnicalEngineering	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.51	Master of Science TransportationEngineeringand Management	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.52	MasterofScienceinElectrical and Electronics Engineering	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.53	MasterofScienceinWater Resources Engineering	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders

1 to 4	5.54	MasterofScienceinComputer Engineering	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.55	MasterofScienceinUrbanand Regional Planning	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.56	Master of Science in InfrastructureAuditing	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.57	MasterofScienceinTunnel and Railway Engineering	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong the concerned stakeholders
1 to 4	5.58	PhDin Engineering	P1	FST/SOE	Programisinitiated	Constituentprogramisrealizedamong theconcernedstakeholders
<b>FMS</b>						
1 to 2	5.58	BBA-Entrepreneurship	P1	FMS/SOB	Studentsenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
4 to 5	5.59	BBA-MountainTourism	P1	FMS/SOB	Studentsenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
4 to 5	5.60	BHM	P1	FMS/SOB	Studentsenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
2 to 3	5.61	Executive MBA	P1	FMS/SOB	Studentsenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 2	5.62	MBAin Finance	P1	FMS/SOB	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 2	5.63	MBAin Marketing	P1	FMS/SOB	Studentenrolledinthis program	Constituentprogramisrealizedamong theconcernedstakeholders
1 to 2	5.64	MBAinHumanResources Management	P1	FMS/SOB	Studentenrolledinthis program	Constituentprogramisrealizedamong the concerned stakeholders
1 to 2	5.65	MBA-Entrepreneurship	P1	FMS/SOB	Studentsenrolledinthis Program	Constituentprogramisrealizedamong the concerned stakeholders
3 to 4	5.66	MasterinLogistics Management	P1	FMS/SOB	Studentsenrolledinthis Program	Constituentprogramisrealizedamong the concerned stakeholders
3 to 4	5.67	MasterinSupplyChain Management	P1	FMS/SOB	Studentsenrolledinthis Program	Constituentprogramisrealizedamong the concerned stakeholders

1	5.68	Strengthen PhD Program in Management	P1	FMS	Program would be strengthened	Creditability of the PhD program would be strengthened
<b>FHSS</b>						
1	5.69	Master in Mountain Studies	P1	FHSS/SDSE	Process started for student intake	Collaboration with other universities and/or institutions
2	5.70	Master of Public Policy and Governance	P1	FHSS/SDSE	Process for the launching of the program will be started	Constituent program is realized among the concerned stakeholders
3	5.71	Master of Applied Economics	P1	FHSS/SDSE	Students enrolled in this program	Preferred location is Kathmandu; GON will cooperate
3	5.72	Bachelor of Library and Documentation Science	P1	FHSS/SDSE/ Library	Access to library established and improved	Constituent program is realized among the concerned stakeholders
1 to 2	5.73	Launch Post Graduate Diploma in Pedagogical Sciences (PGDPS) program	P1	FHSS/SDSE	Students enrolled in this program	Image of the program would be increased at national level. Expected to start by 2023/2024
4 to 5	5.74	Nepal studies program for international participants	P2	FHSS	One event in a year performed	Increased global network
4 to 5	5.75	Develop/Implement/Publish Local Economy Development Index (LEDI)	P2	FHSS	Local Economy Development Index (LEDI) prepared and published	Expected to be completed by 2027/28
1	5.76	Preparing curricula for teacher training (TOT)	P1	FHSS/FMS/FS T/FHS/CDC	TOT curricula prepared	AURORA project, Erasmus+ program of European Union would have the financial support
<b>Central Library</b>						
1 to 2	5.77	Subscription of Online resources like EBSCO	P1	SDSE/PUCL	International knowledge strengthen	
1	5.78	Subscription of Plagiarism checking software	P1	SDSE/PUCL	Reduced plagiarism issue on Article, thesis, dissertation	
1 to 2	5.79	Digitalization of thesis/dissertation	P2	SDSE/PUCL	Thesis/dissertation accessed in digital form	Users can read and download through internet

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**Strategic Priority Area 6: Research and Publication**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1 to 5	6.01	Establish National/International collaboration in research	P1	FMS/FST/FHS /FHSS/PURC	Faculties/students engaged in collaborative research	FMS/FST/FHS/FHSS /PURC will organize and manage collaboration research
1 to 5	6.02	Organize International Conference	P1	FMS/FST/FHS /FHSS/PURC	Dissemination of the Research Works	Partial fund can be received from UGC and other sources
1 to 5	6.03	Research Works	P1	FMS/FST/FHS /FHSS/PURC	Address the problems exist in the society	Research activities will be boosted
1	6.04	Formulate policy on research grants to Doctoral students	P1	PURC	Policy on PhD student research grants formulated	Vice Chancellor will assign the Director of Research Centre to prepare a new policy on the research grants to be submitted to the Senate.
1 to 2	6.05	Formulate policy on intellectual property rights on scientific research	P2	PURC	Policy on the intellectual rights developed	
1 to 5	6.06	Publish abstract of PURC research	P1	PURC	Abstract published	Published and continued to be published
1 to 5	6.07	Publication of peer reviewed journals regularly	P1	Deans offices/PURC/ Schools	Published peer reviewed journal (both online and hard copy)	Publications from PURC and Schools are to be synchronized with UGC Guidelines
3 to 4	6.08	Develop Central Research Laboratory for health and allied sciences	P2	FHS/SHAS/PURC	Hi-Tech and Sophisticated laboratory for health and allied sciences developed	

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**Strategic Priority Area 7: Continuing Education and Consultancy Services**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	7.01	Formulate Continuing Education Policy of the University	P1	Vice Chancellor's Office	Continuing education policy ready for implementation	Various regular training responsibility goes to Continuing Education Centre in collaboration with respective Faculties, Schools and colleges
1	7.02	Formulate policy on the institutional consultancy services	P1	EC/Registrar's Office	Policy on the institutional consultancy developed	The Research Committee will review the existing policy and suggest for new policy
1	7.03	Formulate policy on the Faculty and School level consultancy services	P1	EC/Registrar's Office & All Faculties and Schools	Ready to provide consulting services in the Faculties and Schools	
2 to 5	7.04	Implementation of consultancy services	P1	All Faculties and Schools	Consulting services are provided to internal and external clients	

**ACTION PLANS FOR THE FIFTH FIVE-YEAR PLAN (2023-2028), POKHARA UNIVERSITY**

**Strategic Priority Area 8: International Relations**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	8.01	Strengthen the International Relation Centre (IRC)	P1	IRC Office	The International Centre strengthened	Continued action
2	8.02	Establish relationship with international organizations/companies	P1	IRC Office	Internship placement/Job placement enhanced	
1 to 5	8.03	Review the MoU's performed and take step towards the implementation of the agreed actions in MoU	P1	Dean Offices/IRC Office	MoU reviewed document prepared	MoUs would be reviewed and evaluated in terms of project implementation
1 to 5	8.04	Work continuously to review and redesign the curricula and its implementation for international partnerships and mobilities over the next five years	P1	Dean Offices/IRC Office	Curriculum and academic programs suitability for international students and partnerships would be increased resulting in increased interest of foreign students	Image of the university would be increased.
1 to 5	8.05	Explore new institutions for new relations with foreign universities and institutions.	P1	VC / Dean Offices/IRC Office	Relationship with new universities and institutions established	Ongoing
1 to 5	8.06	Strengthen the existing relations with foreign universities and institutions.	P1	VC / Dean Offices/IRC Office	Relationship with foreign universities and institutions strengthened	Regular updating will be carried on

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**Strategic Priority Area 9: Joint/Collaborative Programs & Affiliation**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	9.01	Policy, Rules and Regulations formulated for collaborative academic programs with other institutions	P1	VC Office/Dean's Offices/Planning Division	Policy, Rules and Regulations be ready to implement Joint and Collaborative programs started in selected areas of studies	A policy and related Rules would be formulated and Procedures will be ready after the Policy and Rules approved by the PU Senate
1	9.02	Revise and update necessary policies, rules and regulations for affiliation, monitoring, and supervision	P1	Planning Division	Policy on the monitoring, affiliation and supervision	Assumed to be regular activity and will be continued
1	9.03	Strengthen the appropriate criteria to execute policies on affiliation, supervision and monitoring	P1	Vice Chancellor/ Planning	Affiliation, monitoring and supervision criteria revised and strengthened	Assumed to be regular activity and will be continued
2 to 5	9.04	Collaborative academic programs to be started with other institutions	P1	VC Office/Dean's Offices/Planning Division	Joint and Collaborative Programs started in selected areas of studies	New joint/collaborative Program in selected areas of studies with Government agencies and non-profit making civil and community institutions/organization will be started
1 to 5	9.05	Undertake monitoring and supervision function regularly	P1	Dean's Office /Planning Office	Academic qualities and facilities regularly monitored and supervised	Dean will constitute a committee including external experts for monitoring and evaluation.

2 to 5	9.06	Provide affiliation selectively to new college as per the capacity of the University and need of the country	P1	VCOffice/ Planning Division	Newaffiliatedcolleges started in selected locations	Continuedactionasperthesenate decision
2 to 5	9.07	Providenewprogramsand add student admission quotas to viable and capable existing colleges to strengthen their programs as per the capacityoftheUniversity and need of the country	P1	VCOffice/ Planning Division	New programs and additional student admissionquotasaddedin selected viable and capable existing affiliated colleges as per the capacityoftheUniversity and need of the country	Continuedactionasperthesenate decision
3 to 5	9.08	DevelopingPUGuidelines to help schools/colleges and programs towards UGCranking	P2	Dean'sOffice	Schools/Collegeslistedon ranking of the UGC	TheUniversitywillseetheguidelines of the UGC and decide if this is required

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**Strategic Priority Area 10: Quality Assurance**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	10.01	Install EMIS in examination system	P1	OCEs	Result published according to predetermined schedule	University realize on EMIS exam system
1	10.02	Audit academic system of each School	P1	Deans' Offices/Schools	Academic system of each School is synchronized and coherent	The Dean offices will employ consultant to audit the academic system
1 to 2	10.03	Install EMIS in all academic units	P1	Dean's Office/ Academic Director's Office	Student's records and other academic records are managed electronically	University realize on EMIS in concerned academic units
1 to 2	10.04	Reformulate Organizational Structure to comply with UGC	P1	VCO Office/Dean's Office	Capacity of Schools will be enhanced and academic services improved	This organizational restructuring will be synchronized with the overall structure of PU
1 to 5	10.05	Review and revise curriculum periodically of all existing programs	P1	Deans' Offices/CDC	Curriculum made more relevant to the market requirement	The concerned Dean and CDC will formulate the policy on the review of the curriculum.
1 to 5	10.06	Revision of existing enrolment policy	P1	Deans' Offices /OCE	Objective and transparent enrolment policy developed	Revision realized
1 to 5	10.07	Course orientation for new faculties	P1	Deans' Offices/CDC	New faculty members oriented for teaching at PU	Realized as the continue action
1 to 5	10.08	Course orientation for new programs	P1	Deans' Offices/CDC	All faculty members oriented for teaching new courses	Realized as the continue action

1 to 5	10.09	Revisitheevaluation and examination system	P2	Deans'Offices/ OCEs/CDC	Evaluation and examinationsystem revised	Realizedasthecontinue action
1	10.10	Formulate/Revisethe policy on entrance examination system	P2	Deans/CDC	Timely admission and qualitycheckinintake attained	AcademicCouncilwillconstitutethe committee to recommend the policy on the centralized examination entranceexaminationsystem.
1	10.11	Revisenormsfor library use	P2	CentralLibrary	Standardforlibrary facilitiesstorunthe specified Program	Librarycommitteewilldefinethe libraryfacilitiesforaffiliationofany Program.
2 to 3	10.12	Formulate/Reviewthe criteria for intake capacity	P2	ViceChancellor's Office/Deans' Offices	Appropriatecapacityof various Programs/ classrooms identified	Itwillcreatebetterlearning environment
2 to 3	10.13	Definethenormsfor laboratory facilities	P2	Faculty/Schools	Standard laboratory facilities established accordingtothestandard required for specific Program	Norms for laboratory facilities will bedefinedbyLibraryCommitteeon the recommendation of the concerned subject committee in the frameworkoftheconcerned professional council.
2 to 3	10.14	Formulatepolicyon pedagogical norms	P1	Deans' Offices/CDC	Teachingandevaluation process improved	Programswillbeconsideredwhile formulating pedagogical norms
2 to 3	10.15	Re-formulate revise pedagogies to strengthenteaching-learning	P1	Deans' Offices/CDC	Quality of teaching-learningandevaluationin Pokhara University systemimproved	Programswillbefocusedwhile implementing pedagogies
1 to 2	10.16	Achieve Quality Assurance Accreditationsofall schoolsthroughUGC	P1	FST/SOE, FHSS/SDSE, FHS/SHAS	Three schools namely, SOE/SDSE/SHASwillbe accredited	UGCwillaccreditconcernschools of PU

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**Strategic Priority Area 11: Human Resources**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	11.01	Develop and revise policy of consultancy service and off-the-campus assignments	P1	Registrar's Office	Improved policy on consultancy service and off-the-campus job	
1	11.02	Develop policy on teacher exchange and deputation	P1	Registrar's Office/ Dean's Offices	Concerned policy developed	
1	11.03	Revise policy for performance evaluation and career development	P1	VC/EC/Registrar's Office	Faculty and staff performance is evaluated scientific	
1 to 2	11.04	Revise and update the faculty workload policy	P1	VC's Office/Deans' Office	Scientific workload system of the faculty implemented	Workload should include teaching, research, publication and academic services.
2	11.05	Review and revise the policy and plan on human resource development	P1	Registrar's Office	Revised HRD plan which will improve the HR efficiency	
1 to 5	11.06	Transfer of staff members	P2	Registrar's Office	Staff transferred in a regular basis	
1 to 5	11.07	Faculty & Staff award	P2	Registrar's Office/ Dean's Offices/Schools	Faculty & Staff awarded based on their performance	
1 to 5	11.08	Orientation of new faculty	P1	EC/VC's Office/ Dean's Offices	New faculty members oriented with PU working style, values and norms	Regularly when new faculty recruited.
1 to 5	11.09	Orientation of new staff	P1	Registrar's Office	New staff members oriented with PU working style, values and norms	Regularly when new staff recruited.

1 to 5	11.10	In-servicetrainingfor faculty	P1	Registrar'sOffice	New staff members oriented withPUworkingstyle,values and norms	Regulartrainingwillbeoperated andatleastfacultymemberswill attend one critical training every two years
1 to 5	11.11	In-servicetrainingfor faculty & staff	P1	Registrar'sOffice	Facultyandstaffaretrained	Regular trainingwill be operated andatleastastaffwillattendone critical training every two years

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**Strategic Priority Area 12: Financial Management**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	12.01	Review the present financial policy	P1	Registrar's Office	Financial policy revised and implemented	
1	12.02	Review and revise the financial management system	P1	Registrar's Office	Revised and computerized Financial Management System implemented	
1	12.03	Resource mobilization strategies	P1	Registrar's Office	Sources of financing are identified and resources mobilization	
1	12.04	Establishment of PU Endowment Fund (PUEF)	P1	Registrar's Office	PUEF established and fund collected	
1 to 2	12.05	Formulate the cost recovery enrolment policy	P1	Registrar's Office/ Dean's Office/Schools	Strengthened cost recovery system in program operation	The Deans will help to set cost-recovery fees for programs

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**Strategic Priority Area 13: Information and Communication Technology**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	13.01	Update the overall MIS	P1	OCEs	EMIS Software updated in the Office of the Controller of Examination	
1	13.02	Install the EMIS Software	P1	Registrar's Office/ OCEs/Dean's Offices	EMIS Software installed and operated in all Schools	
1	13.03	Strengthen EMIS operation	P1	Registrar's Office/ Planning Division	EMIS established and operated at the Central Office	Academic and administrative modules will be established at the first instance.
1 to 2	13.04	Develop and install PU Internet Station with advanced Intranet system	P1	Registrar's Office	PU Internet Station established and high-speed Intranet in operation	Financing to be secured from NEHEP
1 to 5	13.05	Digitalization of PU	P1	Registrar's Office	PU Internet Station established and high-speed Intranet in operation	Financing to be secured from NEHEP

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**Strategic Priority Area 14: Student Affairs**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	14.01	Strengthen Free Student Union	P1	Registrar's Office/ SWECA	Student welfare will be better integrated and managed	A study will be done to strengthen student welfare
1	14.02	Revise and strengthen student assistantship policy to address the access of underprivileged groups in higher education	P1	Registrar's Office/Dean's Offices/ SWECA	Access of students from weaker segment of the society to higher education increased	Conduct a study among the prospective areas of assistantship
1 to 2	14.03	Formulate dormitory/hostel related policy for graduate dormitory/hostel and boys hostel	P1	Registrar's Office/ SWECA	Dormitory/Hostel policy for undergraduate and graduate students developed and implemented	
1 to 2	14.04	Student affairs management and Strengthen Department of Welfare and ECA	P2	Dean's Offices/Schools/ SWECA	Student affairs managed on time systematically and Department of Welfare and ECA strengthened	A student affairs unit at the center as well as at the School will be established and student affairs will be managed on time properly
1 to 5	14.05	Student counselling	P1	School/SWECA	Students counseled regularly	

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**Strategic Priority Area 15: Accessibility to Pokhara University Education**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	15.01	A new policy to encourage meritocracy will be formulated with reviewing existing scholarship policy	P1	VC/Registrar's Office	More realistic and meritocracy scholarship policy developed	Committee will conduct a study of scholarship recipients and review the scholarship procedure so that scholarship can be awarded to the genuine meritorious students from the target section of the society.
1 to 5	15.02	Establishment of constituent colleges in major cities (academic hubs) with the support of municipalities and professional institutions based on number of affiliated colleges	P2	VC's/Registrar's/Dean's Offices	Constituent colleges in major cities of respected province started	Seven constituent colleges are planned under the new programs to be established in at least one in each province such as Kathmandu, Butwal, Chitwan, Birgunj, Kohalpur, Mahendranagar., Biratnagar and Surkhet. Collaborative/Joint colleges and programs will be established in cooperation with Government agencies and various non-profit making institutions at appropriate locations as well

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**Strategic Priority Area 16: Partnership with Community and Other Stakeholders**

<b>Year</b>	<b>Action SN</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Anticipated Result</b>	<b>Remarks</b>
1	16.01	Develop guidelines for strategic alliance	P1	VC's Office	Guidelines for strategic alliance developed	National and international criteria are readily available
1	16.02	Formulate social responsibility policy and Guidelines for Schools/Colleges	P1	Registrar's/ Deans' Offices	Organized social responsibility activities implemented	National and international criteria are readily available
2 to 3	16.03	Review the existing policy and reformulate the policy regarding the community participation in the PU development	P1	Registrar' Office/Deans' Offices	Policy on the community participation in the infrastructure development	National and international criteria are readily available
2 to 3	16.04	Formulate strategy on how University-community relations strengthened	P1	Deans' Offices	University-community relations strengthened	Strategy will be accepted by all concerned
2 to 3	16.05	Formulate strategy on how University-industry/business relations established and strengthened	P1	Deans' Offices	University-community relations strengthened	Strategy will be accepted by all concerned
2 to 4	16.06	Establish community or areal sites for University relations with communities and CBOs/NGOs	P1	Deans' Offices	University and the community/CBOs/NGOs relations strengthened	Activity will be accepted by all concerned
2 to 4	16.07	Establish industrial sites for University relations	P1	Deans' Offices	University and the private sector relations strengthened	Activity will be accepted by all concerned

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**Strategic Priority Area 17: Strengthen the Newly Established Pokhara University Teaching Hospital**

Year	Action SN	Actions	Priority	Responsibility	Anticipated Result	Remarks
1	17.01	Strengthen 100 bedded hospital to develop 350 bedded hospitals.	P1	FHS/PUTH/SHAS	350 bedded hospital established	350 bedded hospital realized
2	17.02	Survey of health service needs of eleven districts of Gandaki Province	P1	FHS/PUTH	District Health need profile prepared	Gandaki provincial government will collaborate with PU
2	17.03	Develop liaison with Provincial and district hospitals of Gandaki Province	P1	FHS/PUTH	Establish MOU with respective hospitals	Gandaki provincial government will collaborate with PU
3 to 5	17.04	Establishment of outreach health facilities and provide outreach health service through regular health camp	P2	FHS/PUTH	Outreach institution established	
3 to 5	17.05	Research undertaking on Health Problems of Gandaki Province.	P2	FHS/PUTH	District Health problem profile prepared	Gandaki provincial government will collaborate with PU
3 to 5	17.06	Initiation of MBBS/BDS programs under the university.	P2	FHS/PUTH	MBBS/BDS programs initiated	
4 to 5	17.07	Starting of Subspecialty service.	P2	FHS/PUTH	Subspecialty service initiated	
4 to 5	17.08	Design of MD/MS curriculum and starting of MD/MS Programs.	P2	FHS/PUTH/CDC	Curriculum of MD/MS developed and programs started	Health insurance program of GON would also enhanced