SHAHID MULTIPLE CAMPUS

Rampur, Palpa

Estd. 2048

ANNUAL REPORT 2074/075

15 Poush 2075 (30 December 2018)

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Date of Endorsement

15 Poush 2075 (30 December 2018)

Executive Summary

Shahid Multiple Campus, situated in Rampur Municipality -7 of Palpa is a public college affiliated to Tribhuvan University. The college, established in 2048 with intermediate level in Humanities and Social Sciences, has now been running with B.A., BBS, B.Ed. and M.Ed. classes. It is trying its best for improving quality, relevance and efficiency in education. It has been selected in the second batch for Performance Based Funding under the Higher Education Reforms Project under UGC. The college has submitted a five-year strategic plan to UGC and it is working as per the conditions in the MoU signed by the college. It is preparing its Self Study Report to submit to UGC. It is hoped and also believed to complete QAA cycle within two years.

The academic, infrastructural, financial and social progress has improved in the later years but they are not still satisfactory. The infrastructural development of the college is not as the time has demanded. The college has 4 buildings altogether with 32 rooms. Among them 24 rooms are used as class rooms, one room for library, one for multimedia room, one for computer lab, and two are used for store and rest three rooms are used for administrative purpose. There is an extra canteen block constructed with the financial support of UGC. A new building with four rooms is under construction which is being built with the financial support of Rampur Municipality.

The enrolment trend of students in different programs and levels is not identical. The total number of students in the current fiscal year is 565. The interesting fact is that approximately 77.70% students are girls. It is locally known as "the college of Chhori-Buhari". The main source of income of this college is fee from the students. The other sources of income are grants from UGC, grants from local government bodies and small donations from others.

So far as the educational pedagogy of this college is concerned, there is still the traditional pedagogy in implementation in most of the theoretical classes. The examination system conducted in this college is annual and most of the subjects offered are theoretical. Only Masters in Education is being conducted under semester system. Teachers are encouraged to use research based techniques and electronic materials. The students are encouraged to use library and computer lab. Internet and overhead projectors are used as teaching materials but they are not sufficient. Extracurricular activities are conducted and the students are taken to educational tours. Needy students are provided with full and partial fee waiver.

The college has maintained good public relation. The society people believe in the quality of the college and take it as a part of the society. The college has made strategies for academic, administrative, financial, infrastructural, student related, and so other

reforms. It has many strengths, weaknesses, opportunities and threats/challenges. It is trying to mitigate the short- term and long- term challenges.

It is believed that the college would be successful in bringing some positive changes in the college in coming years and could establish it as a college of academic excellence. It would prove to be a leading and a sustainable higher educational institution through its sound academic programs and would produce highly qualified and competent human resource to meet the need of the nation.

This annual report of the college has been prepared as a regular work to publicize the overall aspect of the college to the concerned stakeholders. This report has been organized into five sections. The first section includes the academic progress of the college. It contains information on student enrolment trend, pass rate and graduate trend in terms of   programs, levels and gender. The second part outlines the physical progress of the college i.e. the changes in infrastructure, educational aids, library facilities, furniture and so on. The third section includes analysis of financial resources and expenditure and includes audit observations. The fourth section highlights on the social progress that the college has made in recent years, which includes campus's involvement in social activities and contribution of society to the college and the measures to increase them. The short term and long-term issues and challenges faced by college along with measures to mitigate them are presented in the final part   of the report.

 It is believed that this annual report of the college will be helpful to give information to the concerned authorities and stakeholders about the academic, financial, physical, and social status as well as the issues and challenges of the college.

Report Preparation Team

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1. **Background**

Shahid Multiple Campus is situated at the center of Rampur Municipality in the eastern part of Palpa district about 65 k. m. far from the headquarter Tansen. It is a public college affiliated to Tribhuvan University.

It was established in 2048 BS with the active participation of local community including social workers, teachers, educationists, academicians, and social organizations to deliver quality education in locally affordable cost for the students of eastern part of Palpa district and its periphery. It was started with intermediate level classes in Humanities and Social Sciences. In 2054, it got affiliation from TU to run the classes of Bachelor Level in the faculty of Humanities and Social Sciences. Later, in 2061, it got permission for running classes of Bachelor level in the faculty of Education. Likewise, it got affiliation to run Bachelor in Business Studies (BBS) classes in 2066, and Masters Level classes in the faculty of Education in 2069. Inspired by a desire to impart higher education in the local level, the college is working its best.

This college has been selected in the second batch for Performance Based Funding under the Higher Education Reforms Project. The college is preparing Self Study Report (SSR) and is determined to get QAA certificate.

To mention the various aspects of the college in brief, the campus runs three streams In Bachelor level: Humanities and social sciences, Management and Education. In the Masters Level, the college runs Educational Planning and Management and Nepali in Education stream. The enrollment of the students is not identical in different programs and academic years. Student enrollment in the faculty of Humanities and Social Science is null in recent years. Compared to Education stream, the flow of students in Management stream is increasing. The enrolment of girl students is higher than that of boy students.

The programs being run in this college are under annual system in bachelor's level and under semester system in Master's level. The final examination is conducted annually by the concerned boards. Besides them, the college conducts internal examinations twice a

year in each class. The college conducts various indoor and outdoor extracurricular activities for overall development of the students.

Here are 27 teaching staff including the campus chief and assistant campus chief. In addition, there are 6 non-teaching staff working at this college. The Management Committee consists of the President as the head of the campus management, which is elected by the general assembly. There are other 20 members including a vice president, a treasurer and a secretary in committee for the smooth operation of the college.

After the establishment of EMIS unit in the college, it has started to publish its notices, advertisements, annual progress reports, audit reports etc. in webpage for public information and transparency. Now the college is working its best to achieve the objectives and goals.

1.1 Academic Progress

The college was established in 2048 in the affiliation to Tribhuvan University to run intermediate level in Humanities and Social Sciences. It got affiliation for running classes of B.A. in 2054, B.Ed. in 2061, BBS in 2066, and Masters Level classes in the faculty of Education in 2067.

As there was not educational consciousness in the people at the beginning years of college, most of the youths were not interested to join the college. Gradually, the growing consciousness of the people and the increase in the quality of education in the college attracted the students to the college. Growing women consciousness has helped to increase the enrolment of girls in the college.

After the government of Nepal made a provision of teaching license for appearing in the exam of Teacher Service Commission, the attraction of students in the faculty of education started to increase. Then the enrolment in the faculty of Humanities and Social Sciences began to decrease. Gradually, commercial banks, other financial institutions and co-operatives began to be established in the village areas. That increased the students' enrolment in the faculty of management. The growing density of population of this area is the main cause behind the total increment in the enrolment of students in this college.

The pass rate of students is still not satisfactory. Most of the students come to college from their houses. As this is located in a rural area, the students have to be busy with their household works after their college. They do not give much time to their study. That is one cause affecting the pass rate of the students. The traditional book- based method of teaching learning is another cause affecting the pass rate. The programme and level wise enrolment, pass rate, graduate trends are presented in the following tables and they are analyzed after it.

1.1.1 **Student Enrolment trend analysis of last three years** (in first year in each level)

Table 1

Program	2072/073			2073/074			2074/075			2075/076		
	Total	girls	ED	Total	Girls	ED	Total	Girls	ED	Total	Girls	ED
B. Ed.	80	60	-	116	93	4	76	62	10	71	70	1
BBS	65	44	4	87	55	2	89	70	15	77	60	2
B. A.	-	-	-	-	-	-	-	-	-	-	-	-
M. Ed.	10	9	1	11	10	-	14	12	1	20	9	-

 The above table shows the enrolment trend of students in the last three years. In case of B.Ed., the enrolment of students increased in 2072/073 than in the year 2071/072 but that has decreased in the last two years year. The enrolment of girl students is higher than the number of boys in each year. The enrolment of students has gone up in the year 2073/074 because of the Free Student Union's Election being declared to be held in that year. The number decreased in the year 2074. Likewise, in BBS, the enrolment of students is in normal range. The admission of students is still going on in this year so it is hoped that the total enrolment of students in the current year also will reach up to the number of last year. In case of Masters' level, the enrolment of students is going up in the last three years. The first batch in Master's level under semester system is going on. 20 students got admission in the first semester and 2 of them dropped their study

untimely. As the students have to be regular in their study, some others are going to discontinue their study from second semester. It seems to be very difficult to retain the students in the semester system. It is one main academic challenge of Shahid campus.

1.1.2 Student pass rate trend analysis of last three years

Table 2

Student pass rate (only regular students are mentioned)

Program	year	2071/072				2072/073				2073/074				2074/075			
		Total appeared	Total pass	Girls	EDJ	Total appeared	Total pass	Girls	EDJ	Total appeared	Total pass	Girls	EDJ	Total appeared	Total pass	Girls	EDJ
B. Ed.	1st	49	7	5	-	67	7	5	1	101	13	11	-	68	Result not published		
	2nd	49	7	5	-	42	15	13	1	54	8	6	-	88	Result not published		
	3rd	82	10	8	-	44	9	5	1	36	12	11	-	45	2	1	-
BBS	1st	58	12	10	-	54	3	3	1	71	9	5	-	77	Result not published		
	2nd	28	5	2	-	47	11	9	-	47	10	7	-	60	Result not published		
	3rd	44	10	8	-	27	3	2	-	40	11	10	-	40	14	11	-
	4th	-	-	-	-	-	-	-	-	26	20	13	1	37	11	10	1
B A	1st	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	2nd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	3rd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
M. Ed.	1st	13	-	-	-	11	2	2	-	14	1	1	-	20	1st sem. Result not published		
	2nd	9	-	-	-	9	2	2	-	11	3	3	-	12	Examination not conducted		

Student pass rate in the college is fluctuating in different years. The above table shows that the pass rate of students is increasing in the stream of management (BBS) in the last two years. In BBS third year, which is under four year programme, the result has decreased in 2073. The pass rate of the students is satisfactory in 2074 in BBS fourth year. Twenty students out of 26 passed their fourth year exam. In case of B.Ed., the total

pass number of students is fluctuating. In the context of Masters' level, the pass rate of students in regular exam is relatively poor. As the students do not appear in all subjects in the examination for scoring good marks in the next year, the absent rate in some of the subjects is higher and that has caused low pass rate in the examination. In case of the Master's level, 20 students have appeared in the final exam of first semester but their result is not published yet. Likewise, in the yearly system, 12 students from second year have filled up their exam form and their examination is not conducted yet.

Table 3

1.1.3 Graduate trend/pass out students' analysis of last three years

Program	2071/072 (2015)			2072/073 (2016)			2073/074 (2017)		
	Total	Girls	E D/ Dalit	Total	Girls	E D/ Dalit	Total	Girls	E D/ Dalit
BBS	2	-	-	11	7	-	18	13	1
B. Ed.	39	28	3	59	47	4	34	27	2
B A	-	-	-	-	-	-	-	-	-
M. Ed.	*	*	*	8	5	-	15	9	-

The graduate trend of students is not identical in all programmes. The pass out number of students in BBS is increasing every year. But the graduate trend in B.Ed. has increased in the year 2072/073 but it has decreased in the year 2073/074 .

*in case of Masters' level, students passed their academic courses in 2071/072 but they did not complete writing their thesis that year. Therefore, the graduate pass out is not presented in the table.

1.2 Programs

At the early years of the college (2048 -2054), only the classes of **intermediate level in Humanities and Social Sciences** were being conducted. It got affiliation from TU to run the classes of **Bachelor Level in the faculty of Humanities and Social Sciences** in

2054. Later, in 2061, it got affiliation for running classes of **Bachelor level in the faculty of Education** and became a multiple college. Likewise, it got affiliation to run **Bachelor in Business Studies (BBS)** classes in 2066, and **Masters' Level classes in the faculty of Education** in 2067. Ten plus two classes under National Education Board also are conducted with one section in each class. As they are not under the programme of UGC, they are not mentioned here in detail. The college is conducting the ten plus two classes keeping accounts separately and setting separate department. The classes are being run in a separate building.

The major subjects offered here are English, Nepali, population and health and physical education. Other two colleges, one at the distance of about 8 km and another at the distance of about 15 km, also are running B.Ed. and BBS classes. They have affected the enrolment of students in the faculty/programme of education. This is the only college to run Masters' level in this locality.

The attraction of students is increasing in the faculty of management. The number of students' enrolment was forty in average in every admission at the beginning years. Now the number is seventy-seven in BBS first year in this year. The college has planned to start English medium class in BBS and add MBS class within five years. Now, the enrolment of students in B.A. is null. The college has made a plan to resume this faculty again with adding some new subjects in this faculty.

The starting date of the different programmes is presented in the table below.

Table 4

Level	Program/faculty	Affiliation University	Starting Year
Bachelor's Level	B. A.	TU	2054/055
	B. Ed.	TU	2061/062
	BBS	TU	2066/067
Master's Level	M. Ed.	TU	2067/068

1.2.1 Ethnic and sex wise enrolment of new students in the current year

Ethnic and sex wise enrolment of students in the current year in first year of different classes is quite interesting. It is presented in the following table:

Table 5

Program	Total	Girls	ED
B Ed.	71	70	2
BBS	77	60	2
M. Ed.(Semester)	20	9	-
BA	-	-	-
Total	173	139	4

The total number of students' enrolment in the current year in BBS, B. Ed. and M.Ed. first year is one hundred and seventy-three (173). Total number of girls out of them is one hundred and thirty-nine (139). The total percentage of the enrolment of girls in the current year is 80.34%. Four students from educationally disadvantaged ethnics have been enrolled in this year. The enrolment of girl students is higher in this college from the last decade, so this college is locally called "the college of Chhori Buhari".

1.2.2 Total number of students' enrolment in annual system in current fiscal year 2075/076

Table 6

programme	1st year			2nd year			3rd year			4th year		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
B. Ed.	1	70	71	12	49	61	10	77	88	8	37	45
BBS	17	60	77	17	62	79	18	44	62	12	28	40
B.A.	-	-	-	-	-	-	-	-	-	-	-	-
M.Ed. (annual system)	-	-	-	2	12	14	-	-	-	-	-	-

1.2.3 Total number of students' enrolment in semester system in M.Ed. in current fiscal year 2075/076

Table 7

programme	1st semester			2nd semester			3rd semester			4th semester		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
M.Ed.	-	-	-	11	9	20	-	-	-	-	-	-

Here are altogether 545 students under the annual system in bachelor and Master's level and 20 students in the second semester of M.Ed.

1.3 Educational Pedagogy

The educational pedagogy implemented by the college is the base for academic excellence. Likewise, the pedagogy used by the college mainly depends on the human resources, financial condition of the college, nature of the courses offered, need, and interest of the students.

As far as the educational pedagogy of this college is concerned, it is still a traditional one, a book-board based technique. The examination system conducted in this college is annual system and most of the subjects offered are theoretical. In case of the programme of education, the teachers mostly use traditional methods of teaching. Lecture method is used in most of the classes. Handouts are given to the students and they are encouraged for self-study. In case of practical subjects like population, health and physical education they are taken to field for field study. Practical classes are conducted as per the need of the course. There is a committee to conduct practice teaching in B.Ed. and M.Ed. level. Assignments, project works, field visits and paper presentation are other methods used in semester classes of Master's level. The research-based pedagogy also is in practice in some classes.

Teachers are encouraged to use research based techniques and electronic medias. The students are encouraged to use library and computer lab. Some teachers use overhead projectors and use internet for teaching. Extracurricular activities are conducted and the students are taken to educational tours. Two internal tests are conducted in each class and the students are provided with partial fee waivers based on their results.

The main educational pedagogies used in this college are as follows:

- use of book-board based technique,
- lecture method,
- group discussions,
- use of electronic media,
- orientation for practical classes,
- consulting reference materials,
- conduction of internal tests,
- field trips,

- educational tours,
- project works
- paper presentation
- presenting assignments
- counseling at the beginning of the academic session,
- pair work,
- demonstration.

The college is planning to use research and electronic media based pedagogy in coming years.

2. Physical Progress

The college was established with the active participation of local community including social workers, teachers, educationists, academicians, and social organizations to deliver quality education within locally affordable cost. Because of the financial inadequacy, the college did not have its own building when it was established. Therefore, it was conducted in the building of Ram Tulsi Secondary School. Later, it was shifted to its own building at Kisanbari, which was constructed by raising fund from the local people. The college has made some physical progress from that time.

2.1 Infrastructural Development

After being run in the buildings of Ram Tulsi Secondary School at the earlier years, it was shifted to its own building at Kisanbari which was constructed by raising fund from the local people. The infrastructural development of the college is not as the time has demanded. The college has 4 buildings altogether with 32 rooms. Among them 25 rooms are used as class rooms, one room for library, one for multimedia room, one for computer lab, and two are used for store and rest three rooms are used for administrative purpose. Furniture facilities for the students, books available in the library, computer lab facilities and other physical facilities are average.

The building to the north of the campus premise was constructed in 2054. Likewise, the other building was constructed the next year. As the time passed, the existing buildings were insufficient and the present administrative building was constructed in 2060.

Then the present BBS block was constructed with the financial support of UGC, Nepal. Likewise, the college constructed a park in the college premise in the same year. A canteen building has been constructed with the financial support of UGC under Higher Education Reform Project. There are three rest places (*Chaupari*), a basketball court, and volleyball court at the center of the college premise. A rest place (*Pratikshyalaya*) has been constructed on silver jubilee. A pavement has been constructed to connect the buildings in the college premise. A garden has been constructed in front of the administrative building of the college. The classrooms in the old building, and the toilets behind them are repaired and maintained with the financial support of UGC under Higher Education Reform Project. The way that goes from Kisanbari to Bijayapur has been pitched upto college.

Now the college is working under HERP. It is working as per the MoU signed with UGC. The construction and procurement tasks are going on as per the sanctioned procurement plans of the college. Different departmental rooms are being made. Old classrooms also are being repaired. The old hall is being changed into a conference hall. A new building with four rooms is being constructed with the financial support of Rampur Municipality. Software has been installed in the college. The library is going to be extended and the system in the library is going to be improved. E-library is going to be started soon. The infrastructural development of the college is slow in pace. The college has to do much in matters of infrastructural development.

2.2 Educational Aids

One of the bases for the academic excellence is the proper use and implementation of educational aids. This depends on the financial strength, physical condition of the college and the skill of available human resources. The college is on the way of reformation although it has a long history of two and half decades. The educational aids used in this college are still traditional. The aids used here are books, reference materials and some electronic Medias.

2.2.1 Educational Equipments

 No doubt, electronic equipments are helpful for teaching learning activities. However, here are not plenty of educational equipments in this college. Here are eight computers

in sue. One is in use in the administration room, one in the office of the campus chief, one in the computer hall and five in the computer lab. Students are taken to the computer hall in different classes of different levels. Three overhead projectors are in use. They are used with laptops in the classes.

Specially, English classes are conducted with the help of electronic Medias. Some project works and research related classes are taken through computers. The students go to the computer lab to do their computer related works. The college has made a plan to add educational aids so that the academic excellence of the college would be enhanced.

List of Electronic Media in Use   Table 8

Items	Numbers	Items	Numbers
Computer	8	projector	3
printer	3	laptop	1
scanner	1	smartboard	1
fax machine	1	-	-

2.2.2 Books, Journals and Reference Materials

The college consists of a simple library. The library room is used as reading room as well. Here are 8956 books in the library. Some of them are out of use because they are from the old syllabus. Some of them are reference materials and some are textbooks. The students can borrow two books from the library for fifteen days. After that, they have either to renew them or have to exchange.

The college has made a plan to enhance the condition of the library. The college has recently bought some text and reference books. Software is going to be installed in it. Likewise, a reading room is going to be extended and an e-library is going to be installed soon.

2.2.3 Furniture

The classrooms consist of enough desks and benches but they are not new and student friendly. The office room of the campus chief is furnished normally. The staff room is also in simple condition. There is floor sitting in the computer hall. As there is not good management of furniture in the computer lab, it is planned to manage it properly under the five –year strategic plan.

List of furniture items in the college :   Table 9

Items	Numbers	Items	Numbers
Plastic chairs	22	stool	3
Wooden chairs	35	steel drawer	4
revolving chairs	5	rostrum	20
sofa	5	white board	22
tables (Big +small)	17	racks	6
desk	294	Benches	295

3. Financial Progress

When the college was set up, it was not economically strong. It was established raising small fund from local community. As the number of students increased, the economic condition also was improved. To enhance economic strength, it conducted *Lok Sanskritik Mahotsab* in 2059. For the sustainable development, Rampur VDC (Now Rampur Municipality) provided the college with 1.7 million rupees in 2060. Rampur Municipality and UGC have provided grants every year for economic sustainability and conducting administrative works. The income level of the college is going up. The expenditure also is going up in the same ratio. Specially, the recurrent and capital expenditure is higher in comparison to the income from students' fee, grants from UGC and Rampur Municipality and other sources.

The college has adopted various measures for sustainable financial development. It has planted 500 pieces of Teak trees (Salmon) in the college premise. The college management committee has made a plan to conduct *MahaYagya* in coming year. The income and expenditure of the campus in the last three years is analyzed in the following sub- sections.

3.1 Analysis of the income and expenditure of last three years

The income and expenditure of the college of last three years is presented in the following table and it is analyzed after it.

Table 10

Income				
Topics	**2072/073**	**2073/074**		**2074/075**
Student fee	65,10,471.00	88,29,275.00		98,32,615.00
UGC: Regular Building construction	Regular 6,20,000.00 Equipment 6,00,000.00	Regular 7,41,750.00 Grants for SSR Report And others 3,00,000.00	Regular Others	8,75,275.00 9,90,060.00
Rampur Municipality	185,960.00	94,386.00		12,56,465.00
Other sources: Interest charity(forsilver jubilee) exam related Donation for souvenir publication Miscellaneous land related	6,02,727.00 50,100.00 1,35,077.00 2,48,100.00 2,61,900.00 ------	5,96,950.93 ---- 1,26,870.00 - - 2,57,955.00 6,30,000.00		6,97,210.18 67,836.00 1,40,962.00 - 3,17,960.00 18,85,000.00
Expenditure				
Salary		70,78,974.00	85,41,851.00	89,09,422.00
Major Infrastructure Development		2,64,626.00	2,87,071.00	34,18,308.00
Electricity & water management		22,755.00	14,183.50	1.02,865.25
Plantation		10,900.00	-----	34,950.00
Furniture		73,625.00	------	1,75,021.00
Equipments		5,98,317.00	------	45,250.00
Exam		14,38,220.00	12,28,811.00	13,23,959.50
Books		37,809.00	93,189.00	1,47,445.00
Miscellaneous property		-----	------	24,480.00
Utsab Samaaroha		4,53,198.00	9,630.00	20,960.00
Payment of last year		-------	10,31,989.00	17,63,694.00
Scholarship		1,08,150.00	1,00,650.00	1,90,800.00
Student welfare		4,100.00	22,225.00	13,940.00
Miscellaneous operational expenditure		6,47,798.00	4,49,198.50	8,97,061.41
Others:(Goods and Property)		------	13,860.00	7,600.00

(Source: Audit Report of different years)

Income plays significant role in growth and stability of an organization. It is the basis for recruiting quality human resources, adopting advanced technology and methodology and enhancing goodwill or reputation. Therefore, income of an organization provides parameter, which measures efficiency and growth prospectors. It is so prominent in course of operation of an institution that it is regarded as "life blood" of an institution.

Sources of Income

Based on authentic financial papers of Shahid Multiple Campus, different types of fees (including tuition fee) collected from students is major source of the college income. 61.21% of its income is generated from this source. Besides this, regular grants from University Grants Commission (UGC) and Rampur Municipality are other sources of its income.

Table 11

Contribution of different sources in total income of Shahid Multiple Campus (In Rs.)

Sources	Fiscal Year		
	2072/073	**2073/074**	**2074/075**
Fees form students	65,10,414.00	88,29,275.00	98,32,615.00
Interest form fund investment	6,02,727.00	5,96,950.93	6,97,210.18
UGC's regular grants	6,20,000.00	7,41,750.00	8,75,275.00
Other grants from UGC	6,00,000.00	3,00,000.00	9,90,060.00
Others	6,01,594.00	11,09,211.00	36,68,223.00
Total	**83,34,636.00**	**1,15,77,186.93**	**1,60,63,383.18**

(Source: Audit Report of different years)

Table 12

Average contribution of different sources (in Rs.) and Percentage

Sources	Contribution	Percentage (%)
Fees from students	98,32,615.00	61.21%
Interest from funds investment	6,97,210.18	4.34%
UGC's regular grants	8,75,275.00	5.45%
UGC	9,90,060.00	6.16%
Others	36,68,223.00	22.84%
Total	**1,60,63,383.18**	**100%**

(Source: Audit Report of different years)

From the above tables, we can conclude that level of income of SMC is not stable. It fluctuates in proportion to the fee collection ratio from students or number of students. The variation in income level causes uncertainty in its financial operation. So, campus (SMC) is recommended to step forward to build up reliable or consistent financial resource for stability in its income.

4. Social Progress

A public college is a college established in the society by the society people. It is owned by the society but conducted under the rule and regulations of the concerned university. To tell in short, the society people are the owners of the public college. Like other public colleges, this college also was established with the active participation of local community including social workers, teachers, educationists, academicians, and social organizations to deliver quality education within locally affordable cost. Therefore, the society expects much from the college and the college has to be accountable to the society. There should be good relationship between college and society. Being a public college, it has maintained good public relation. It has support and love from the community. The society people believe in the quality of the college and have taken it as a part of the society.

4.1 Campus's Involvement in Social Activities

Shahid Multiple campus is the leading educational institute of the locality where the college is located. Whenever there are the programmes in the society related to education, there is the participation from the college as one of the main participants.

The college is invited as a judge in the formal academic or other programmes in the societies. It takes part in formal progammes in the society. The students in the college work as volunteers in the programmes in the sociey. For example, in health camps and folk and cultural festivals the students actively take part as volunteers. Likewise, the college serves the victims from natural disaster in different occasion. The college helped the victims from earthquake physically and economically in different times.

4.2 Society's Contribution for College

In fact, the society is the guardian of the college as a whole. The society founded the college by collecting fund at the beginning. From the date of the establishment, the people in the society are helping the college by providing supports directly and indirectly. When the college publishes its annual souvenir the local businesspersons, entrepreneurs and other institutions give advertisements. The local forest groups provide woods to the college when it is needed. Whenever the college organizes educational programmes, the educational institutions in the society participate in them. Many people have established different trusts in the college to support the needy students for their study. The people in the society come to college in the special pogrammes like annual functions organized by college. The society's contribution in the college is very important and it is necessary for overall development of the college.

4.3 Plan for Campus's Contribution to the Society

The goal of the college is to provide quality education to the society people in locally affordable cost. The college is committed to provide quality education to the society. The college has formed a Public Relation Unit in the college to maintain good public relation but it has not started to work. The college has made a plan to conduct public awareness programme in the society. The college is going to provide special facilities to the students from educationally deprived group so that their enrolment would increase.

4.4 Plan for Increasing Involvement of Society in the College

The more there is the involvement of the stakeholders in the college, the more there is the possibility of the overall development of college. The college can increase the involvement of the society by various means. The Public Relation Unit in the college will be given the main responsibility of maintaining the college and society relationship. The college will increase the involvement of society by following means:

- Calling society people to college on special occasions,
- Calling them regularly in specific time and date,
- Conducting interaction programmes among the stakeholder,
- conducting Maha Yegnya in the college,
- involving the society in construction works of the college.

5. Issues ,Challenges and problems of the College

Despite its long history of two and half decades, there are still some issues and challenges that the college has to face. It is necessary to overcome those challenges and issues for sound academic excellence. The college has to face the following short and long-term challenges and issues:

5.1   Short –term issues challenges and problems

a. lack of permanent external financial sources,

b. irregularity of the students,

c. not being able to provide facilities to the staff as per TU rules and regulations,

d. not being compounded,

e. not having dynamic administration ,

f. the pass rate to be below average,

g. less reading habits of the college staffs and students ,

h. difficulty to manage the library,

i. drop out ratio of the students,

k. lack of modern electronic teaching materials,

l. lack of modern physical facilities,

m. lack of proper computer lab facility,

n. lack of enough books in library,

o. lack of electronic educational aids

5.2 Long – term issues challenges and problems

a. In case a private college is established, it has to compete with that and the number of student may decline.

 b. Most of the full time teachers go to other institutions beyond the college hour.

c. The infrastructural developments like buildings and classrooms are not as the time demands.

d. The college has not been able to provide financial support to the teachers for their professional development and further studies.

e. It is difficult to provide quality education with limited resources.

f. The teachers are not encouraged to research works and further studies because of insecurity of job and lack of financial support.

g. Highly skilled teaching staff are not permanent, so they tend to leave the college.

h. The college has to launch new subjects in Humanities and Social Sciences progamme to revive it and has to upgrade management programme to MBS and add new subjects to M.Ed.

j. As the students are attracted to technical subjects, it is likely to decrease the enrolment of students in the college.

k. It is difficult to apply new innovations in education and electronic Medias in old infrastructure.

m. There is the growing trend of the young boys to go to foreign countries for jobs. As a result, there is likely to be less enrolment of students in the coming years.

n. Launching technical subjects in the schools of surrounding area may cause decrease in students' enrolment.

o. It is a great challenge to retain the qualified and experienced

teachers.

5.3 Mitigation Measures Taken to Address the Issues and Meet the Challenges

No doubt, public campuses have to face many issues, challenges and threats. Shahid Multiple Campus is not an exception to it. The college has taken the following mitigation measures for academic, administrative, student and research related reforms, infrastructural development, and resource mobilization:

- Organizing seminars and orientation programmes to teachers and members of
  CMC,

-making research committee active for research activities,

- monitoring teaching learning activities,

- encouraging the use of electronic educational materials,

- making internal examination system more effective and result oriented,

- conducting special classes for weaker students,

- arranging regular meetings and workshops,

- regular monitoring and supervision by Monitoring and Supervision committee
  of the college,

- arranging seminars and interaction programmes to identify SWOT and having
 discussions for future directions,

- providing scholarship to needy students,

- conducting student counseling program,

- making Student Affair Division active for launching student support program,

- taking student to educational tours and field trips,

- organizing extracurricular activities,

- organizing orientation classes to students,

 - publishing annual progress report,

-publishing research based journals,

- encouraging teachers and students for research works,

-completing the responsibilities under the conditions of UGC as the college of

HERP second batch,

- constructing garden to make the college environment attractive,

- encouraging students for enrollment by proving quality education,

- organizing MahaYagya to raise fund,

- involving in the programs and projects of UGC for grants continuously,

- lobbing with the local people, businessmen, and industrialists,

- lobbing with Rampur Municipality, provincial as well as central government
and other organizations, and

- conducting workshops with stakeholders to identify and implement regular
  sources of income.

5.4 plan for addressing the Issues and challenges

The college has made a five –year strategic plan for addressing the issues and challenges of the college. The strategic plan is broken up for every individual year from 2017-2021. It has been tried to address the issues and challenges in every year. The strategic plan has already been submitted to UGC. It is tried to address issues related to academic aspect, administration, students affair, research and publication, and infrastructural aspect and resource mobilization. It has made strategies for five years.

5.5 Strategies

Shahid Multiple Campus is running under its own rule and regulations formulated by its Senate comprising representatives of different Stakeholders. The college rule and regulations was formulated and enacted in the past as per the requirement to operate the college locally, but now, the scenario in the educational field is changed a lot. In this context, it is necessary to make amendment on it to meet the requirement of the time being. It is being written with the help of legal experts. The campus senate will formulate necessary rules and regulations and the executive body of the campus will formulate the different bylaws and procedures remaining under concerned regulations.

5.5.1 Social Relation Strategy

This is a community-based college. It has good public relationship. The college will maintain good public relationship. This will work with public to provide the community

service together. It will work with local government in the sector of social service. It will share the knowledge and transfer skills to the local government organizations, for this, the college has set up a Public Relation Unit at the college, which will carry out different programs with community and maintain good relationship.

5.5.2 Institutional Relationship Strategy

As stated above, this college is a community based college and has been operating as per the interest of the society. It has affiliation from TU and is under the umbrella of Nepal Public College Association. University Grants Commission of Nepal is supporting it with grants in regular basis for special purpose. Likewise, this is the leading educational institute of this locality. In such a situation, this college has to maintain institutional relations with its governing institution and other institutions in the public level. It has to move as partner institution with other institutions. For this, the college has formed an Institutional Relation Unit to manage vertical and horizontal communication with other institutions.

5.5.3 Research and Publication Strategies

The college has adopted the strategy to promote the academic staff based on performance especially in research and publications. The college promotes the academic standard based on quality publication of research works. The research and publication committee has been formed . That committee is given overall responsibility for conducting research works and publications. The college administration formulates the policy and regulation regarding the overall research and publication. The college has allocated budget for it.

5.5.4 Physical Infrastructure Development Strategy

The college has formulated a strategy for physical infrastructure development. Although the college has owned four buildings, they are not sufficient. The external environment of the college is not satisfactory. A good compound is essential for its safety and security. The structure and the design of the building and classrooms are also not as per modern standard and not well furnished. In such a situation, the college will give priority to physical infrastructure development of the college. A Physical Infrastructure

Development Committee has been formed to deal with the specific sector. When the necessary fund is raised, a master plan for physical development will be made. A good infrastructure development is hoped after conducting Maha Yagnya . A new building is being built with the financial support of Rampur Municipality. The college will continue its lobbing with Rampur Municipality,UGC and other external agencies for grants for physical and infra-structural development of the college.

5.5.5 Human Resource Management Strategy

The crucial issue of the college is that most of the teachers and administrative staff work in other institutions as well. It is a great challenge to adjust them. After making the provision of Golden Handshake, the college will take a strategy to let them for their choice. Either they will continue their job at this college or they will select another institution with Golden Handshake token. The college will take the strategy to provide the facility to those teaching and non-teaching staff who desire to continue their services here. It has a strategy to recruit highly qualified and energetic academic and administrative staff from open competition. The college has decided to grant financial support and leave to the permanent teachers for perusing M. Phil and Ph. D. degree. In addition to this, the college has started to promote teaching and non-teaching staff based on their performance and work skill.

5.5.6 Financing Strategy

The main source of income of the college is fee from students. The college will make a strategy to increase the number of students. Accordingly, the college will restructure the fees for different academic programs. The college will continue its involvement in the programs launched by UGC for acquiring grants. The college will lobby with the Rampur Municipality, provincial government, central government and other possible donors for financial support. Conducting *MahaYagnya* and raising fund from the alumnae are the other financial strategies of the college.

5.5.7 Student Related Strategy

To deal with the student affair, the college has formulated a forum named 'Student Affair Division' and this forum will conduct extracurricular activities. The main responsibilities of the division are to maintain discipline among the students, to increase participation in college affair, to maintain regularity in the study and to provide necessary counseling to the students. The needy students will be provided assistance. The student union will be mobilized to support the SAD.

5.5.8 Quality Assurance Strategy

The quality of higher education imparted by the college is relatively not satisfactory. It has not given the strong assurance to the public for quality production of human resources. The college will take some of the quality assurance strategy. The college will formulate the quality control measures and the college administration will implement it. The internal examination system will be made more effective and result oriented. The teaching learning activities will be research based. Student centered method of teaching will be adopted with the support of multimedia and internet facility available in the college. There will be monitoring and supervision unit to look after the academic affairs. This unit will evaluate all academic programs and take remedial measures to improve the quality of education. The college will take the strategy to award and promote the teachers on the basis of their performance. A tracer study of students will be made in order to evaluate the actual quality of the students.. This will develop many designs and implement any strategy and mechanism to complete the QAA cycle within expected time.

5.5.9. Information Technology Strategy

An EMIS unit has been set up in the college but it is not working as effectively as it is expected. The staff in this unit will be sent for training. The campus will use information and communicant technology in campus administration as well as in teaching and learning activities. It will have an TDG (Technology Development Group) too. This college disseminates the information regarding the college through electronic media to public and the stakeholders. The accounting system, result, a few extracurricular

activities will be maintained in a software system. Software has been installed this year. Every activity related to the college will be updated in the campus website.

5.5.10 Strategy to Increase Accessibility of Higher Education for Unprivileged People

Certain group of people is still far from the access of higher education for many causes. Until and unless special provision for them is not made, they cannot come to the main stream of higher education. The students from disadvantaged and marginalized group of people in the society will be given partial or full fee waiver according to their economic status. The Student Affair Division will carry on encouragement program focusing on them.

5.5.11 Faculty and Program Development Strategy

At present, there are three programs at the run: Management, Education and Humanities and Social Sciences in Bachelor level, and EPM and Nepali in Education faculty in the Masters level. However, the enrollment in the Humanities and Social Sciences is null. The college has prepared a strategy to extend its wings in days to come. It is the strategy of the college to seek affiliation for MBS and M. Ed. English. As the Faculty of Humanities and Social Sciences is inactive, the college has planned to resume it with new subjects like BSW, Mass Communication and Sociology. The college has also planned to conduct English medium classes in BBS level.

5.6 Reform Plans and Programs

 The college has proposed the following reform plans and programs in short-term and long- term:

5.6.1. Academic Reform programs

- organizing seminars and orientations,
- financial support to teaching and non-teaching staff for further studies,
- providing computer/laptops to teaching and non-teaching staff to enhance their teaching skills,
- exposure visit to renowned institutions and universities by teachers and management committee,

- encouraging research committee for research activities,

- Computer training for teaching and non-teaching staff,

- monitoring teaching learning activities,

- encouraging the use of electronic educational materials,

- making internal examination system more effective and result oriented,

- special classes for weaker students , and

- launching new academic program as per demand of time

5.6.2 Administrative Reform Programs

- leadership and capacity building training to administrative personnel,

-computer training to non-teaching staff,

- training for library staff,

- account package training for account staff,

-using software in administrative, information, accounting and billing as
 well as in examination,

- training to EMIS unit staff and making this unit more effective,

- arranging regular meetings and workshops,

- regular monitoring and supervision, and

- arranging seminars to identify the problems of administration and their
 solutions.

5.6.3 Student Related Reform Programs

- extending scholarship programs,

-conducting student counseling and orientation program,

- making Student Affair Division active for launching student help program,

- taking student to educational tours and field trips,

- organizing extracurricular activities, and

- conducting extra classes to weaker students.

5.6.4 Research and Publication Reform Programs

- making research committee active,

- providing fund to students, lecturers and research committee,

- publishing college journal annually,

- publishing annual progress report,

-publishing research based journals,

- providing training for research works and researchers, and

SN	Program and Activities	Estimated budget
	Academic Reform	
1	Research works and seminars	100,000
2	Exposure visit to the renowned colleges and universities	51,000
3	Computer training for teaching and non-teaching staff	50,000
4	Purchase of text books and research/reference materials	1,20,000
5	Installation of software system and Printer	99,000
6	Monitoring and supervision	10,000
7	Meetings and workshops	30,000
8	Filling SSR form Participation in QAA plan	50,000
9	Preparing Tracer Study	1,00,000
10	Scholarship and award, Reward	2,00,000
11	Student counseling program	10,000
12	Set up of SAD and student support/Student Welfare	50,000
13	Conducting internal examinations	30,000
14	Extracurricular activities	50,000
15	Setting up research committee	20,000
16	Publication of college journals	1,00,000
17	Publication of research based journals	50,000
18	Publication of Annual progress report	50,000
	Infrastructure Development Reform	
19	Electrification Repair	50,000
20	Construction of passage from gate to the buildings	297,000
21	Canteen Building	490,000
22	Construction of a fine garden and plantation different trees	1,00,000
23	Repair and maintenance of building and toilet	1,00,000
24	Furniture	1,00,000
24	Workshops to identify permanent and regular sources of income	20,000
25	Continuous involvement in the programs and	50,000

	projects of UGC	
26	Lobbing with municipality, DDC Palpa, & other Organizations	20,000
	Total	**20,45,000**

- encouraging teachers and students for research works.

5.6.5 Infrastructure Development Program

- repair and maintenance of building, toilet and furniture,

- managing good electrification,

- complete the passage from gate to the buildings,

- compounding of the campus,

-construction of a new building,

- construction of seminar hall and class rooms,

- managing badminton court,

- plantation of varieties of trees and managing a garden,

- construction of girls' hostel,

- construction of seminar hall, and

- construction of teacher staff quarter and auditorium hall.

5.6.6 Resource Mobilization and Finance Related Reform Programs

- increment of student enrollment,

- organizing MahaYagya to collect fund,

- mobilizing the capital in income generating fields,

- continuous involvement in the programs and projects of UGC for grants,

- lobbing with the local people, businessmen, and industrialists,

- lobbing with Rampur Municipality others organizations,

- workshop with stakeholders to identify and implement regular sources of income.

. **Activities Proposed and Estimated Budget for Different Fiscal Years**
6.1 First Year Plan 2017
Estimated Budget contribution for 2017

SN	Program and Activities	Total estimated Budget	Contribution from campus	Contribution from UGC
1	Academic Reform Programs	321,000.00	107,000.00	214,000.00
2	AdministrativeReform programs	289,000.00	96,333.00	192,667.00
3	Student Related Reforms	340,000.00	86,666.00	173,332.00
4	Research and publication plan	220,000.00	73,333.000	146,600.00
5	Infrastructure Reform	1,137,000.00	379,000.00	758,000.00

6.2. Second Year Plan 2018

SN	Program and Activities	Estimated budget
	Academic Reform	
1	Organization of Seminar/workshop/Orientatio (planning, conceptualization reform plan, workshop on paradigm shift in teaching learning methodology)	1,00,000
2	Supply computer to the teaching & non-teaching staff (increase in their work & Academic efficiency)	7,00,000
3	Research activities	50,000
4	Capacity development training to library, account and EMIS unit staff	50,000
5	Monitoring and feedback mechanism on teaching learning activities by class observation(using internal and external experts)	50,000
6	Launching new academic programs	2,00,000
7	Purchase of text books and reference materials	1,00,000
8	Support to teaching and non-teaching staff for further study	50,000
9	Monitoring and supervision	10,000
10	Arranging meetings and workshops	30,000
11	Filling SSR form Participation in QAA plan	50,000
12	Recruit new staff	2,00,000
13	Scholarship and award	2,00,000
14	Student counselling program	10,000
15	Taking students to field trip and excursion	50,000

16	Conducting internal examinations	30,000
17	Extracurricular activities	50,000
18	Orientation on classes, library, information technology, examination, student welfare, discipline etc.	10,000
19	Formation of Quality circle of students	10,000
Research and publication Reform		
20	Publication of college journals	50,000
21	Publication of research based journals	30,000
22	Publication of Annual progress report	50,000
23	Providing training for research works	50,000
Infrastructure Development Reform		
24	Construction of a building	80,00,000
25	Good electrification	10,000
26	Extension of the vehicle parking	2,00,000
Resource mobilization plan		
30	Organizing MahaYagya	30,00,000
31	Continuous involvement in the programs and projects of UGC	30,000
32	Lobbing with municipality, DDC Palpa, & other Organizations	10,000
	Total	**1,33,80,000**

Estimated budget for 2018

SN	Program and Activities	Total estimated Budget
1	Academic Reform Programs	1,300,000.00
2	AdministrativeReform programs	290,000.00
3	Student Related Reforms	385,000.00
4	Research and publication plan	180,000.00
5	Infrastructure development plan	82,10,000.00
6	Resource mobilization plan	3040,000.00
	Total	**13,355,000.00**

6.3. Third Year Plan 2019

SN	Program and Activities	Estimated budget
	Academic Reform	
1	Research activities	50,000
2	Exposure visit to the renowned colleges and universities	1,00,000
3	Adding electronic multimedia material: multimedia, soft board, projector, generator etc.	2,50,000
4	Monitoring and feedback mechanism on teaching learning activities by class observation (using internal and external experts)	20,000
5	Purchase of text books and reference materials	1,00,000
6	Support to teaching and non-teaching staff for further study	1,00,000
7	Monitoring and supervision	20,000
8	Arranging meetings and workshops	1,00,000
9	Participation process in QAA	1,00,000
10	Scholarship and award, Rewarding	1,75,000
11	Student counselling program	10,000
12	Conduct assembly	10,000
14	Conducting internal examinations	30,000
15	Extracurricular activities	50,000
16	Formation of Quality circle of students	15,000
	Research and Publication	
17	Publication of college journals	1,00,000
18	Publication of research based journals	50,000
19	Publication of Annual progress report	50,000
20	Providing fund for teachers and students for research works	30,000
	Infrastructure Development Reform	
21	Managing computer lab	1,00,000
22	Compounding	10,00,000
23	Room for the watchman	1,50,000
24	Construction of seminar hall	30,00,000
	Resource mobilization and Finance related Programs	
25	Continuous involvement in the programs and projects of UGC	50,000
26	Lobbing with municipality, DDC Palpa, & other Organizations	15,000
	Total	56,75,000

Estimated Budget for 2019

SN	Program and Activities	Total estimated Budget
1	Academic Reform Programs	6,20,000.00
2	AdministrativeReform programs	220,000.00
3	Student Related Reforms	290,000.00
4	Research and publication plan	230,000.00
5	Infrastructure development plan	42,50,000.00
6	Resource mobilization plan	65,000.00
	Total	**5,675,000.00**

6.4. Fourth Year Plan 2020

SN	Program and Activities	Estimated budget
	Academic Reform	
1	Research activities	1,00,000
2	Monitoring and feedback mechanism on teaching learning activities by class observation(using internal and external experts)	20,000
3	Purchase of text books and reference materials	1,00,000
	Administrative Reform	
4	Arranging meetings and workshops	75,000
5	Participation in QAA plan	50,000
	Student Related Reform	
6	Scholarship and award	2,00,000
7	Student counselling program	15,000
8	Taking students to field trip and excursion	50,000
9	Conduct assembly	15,000
10	Conducting internal examinations	40,000
11	Extracurricular activities	60,000
12	Formation of Quality circle of students	15,000
	Research and publication	
13	Publication of college journals	1,00,000
14	Publication of research based journals	50,000
15	Publication of Annual progress report	30,000
16	Providing fund for teachers and students for research works	1,00,000
	Infrastructure Development Reform	

17	Tennis Court	1,00,000
Resource mobilization and Finance related Programs		
18	Lobbing with municipality, DDC Palpa, & other Organizations	15,000
19	Continuous involvement with programs with UGC	1,00,000
	Total	**12,25,000**

Estimated Budget for 2020

SN	Program and Activities	Total estimated Budget
1	Academic Reform Programs	220,000.00
2	AdministrativeReform programs	125,000.00
3	Student Related Reforms	395,000.00
4	Research and publication plan	280,000.00
5	Infrastructure development plan	100,000.00
6	Resource mobilization plan	15,000.00
	Total	**2,270,000.00**