

SHAHID MULTIPLE CAMPUS

Rampur, Palpa

Estd. 2048

ANNUAL REPORT 2078/079

URL: www.shahidcampus.edu.np

Email: info@shahidcampus.edu.np

Phone: 075-401062, 9847100362

Report Preparation Team

Co-ordinator

Mr. Murari Prasad Kafle

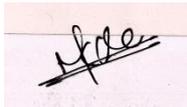
Members

Trivikram Khanal

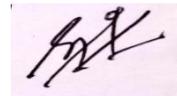
Mr. Ashok Dhungana

Mr. Prakash Chandra Sigdel

Ms. Sita Sen



(Mr. Murari Prasad Kafle)
Campus Chief



(Mr. Netra Prasad Bhattarai)
President
Campus Management Committee

Executive Summary

Shahid Multiple Campus, situated in Rampur Municipality -7 of Palpa is a non-profit oriented public campus affiliated to Tribhuvan University. The campus was established in 2048 with intermediate level in Humanities and Social Sciences. Now it has B.A., BBS, B.Ed. M.Ed. and MBS programs as its academic wings. It is trying its best for improving quality, relevance and efficiency in education and is determined to get accredited.

The academic, infrastructure, financial and social conditions of the campus are normal and are gradually being improved in the later years. The campus is using about 50 Ropanies of land of government of Nepal. It consists of 8 buildings. Twenty-nine teaching and seven non-teaching staff are serving in this campus. The total number of students under TU program in the current fiscal year is 885. The interesting fact is that 77% students (680 out of 885) are girls. That's why, it is locally known as "the campus of Chhori-Buhari". Class eleven and twelve under NEB also are being conducted in separate shift with separate administration and management and 117 students are studying under this program. The main source of income of this campus is fee from the students. The other sources of income are grants from UGC, grants from provincial and local government bodies and small donations from others.

So far as the educational pedagogy of this campus is concerned, the focus is on research and ICT based pedagogy. Teachers are encouraged to use research based techniques and ICT materials. The examination system conducted in this campus is annual system in bachelors' level and semester system in Masters' level. Most of the subjects offered are theoretical. The students are encouraged to use library and computer lab. Internet and overhead projectors are used as teaching materials but they are not sufficient. CC cameras have been installed in twelve classrooms which are used as examination rooms during examination. Extracurricular activities are conducted regularly and students are taken to educational tours. Needy students are provided with full and partial fee waiver from campus and other trustees.

The society people take the campus as a part of the society. It has maintained good public relation. The campus has made strategies for academic, administrative, financial, infrastructural, student related, and so other reforms. Like other public campuses, it also 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 campus would be successful in bringing some positive changes in coming years and could establish it as a campus 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 resources to meet the need of the nation.

This annual report of the campus has been prepared as a regular work to publicize the overall aspect of the campus to the concerned stakeholders. This report has been organized into five sections. The first section includes the academic progress of the campus. 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 campus 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 campus has made in recent years, which includes the involvement of campus in social activities, contribution of society to the campus and the measures to increase them. The short term and long-term issues and challenges faced by campus along with measures to mitigate them are presented in the final part of the report.

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

Report Preparation Team

Table of Contents

	Page No.
1. Introduction	1
1.1 Academic Progress	2
1.1.1 Student enrollment trend analysis of last three years	3
1.1.2 Student pass rate trend analysis of last three years	4
1.1.3 Graduate trend analysis of last three years	4
1.2 Programs	5
1.2.1 Ethnic and sex wise enrolment of new students under TU programs in the current year	6
1.2.2 Total number of students in Bachelor's Level in the current year	6
1.2.3 Total existing number of students in the semester System	7
1.2.4 Number of students Enrolled under NEB	7
1.3 Educational Pedagogy	8
2. Physical Progress	10
2.1 Infrastructural Development	10
2.2 Educational Aids	11
2.2.1 Educational Equipment	11
2.2.2 Books, Journals and Reference Materials	12
2.2.3 Furniture	12
3. Financial Progress	13
3.1 Analysis of Income and Expenditure of the last three years	14
3.2 Analysis of Income Resources	15
4. Social Progress	16
4.1 Campus's Involvement in Social Activities	16
4.2 Contribution of Society to the campus	17
4.3 Plan of Campus for Contribution to the Society	17
4.4 Plans for Increasing Involvement of Society in the campus	17
5. Issues and Challenges	18
5.1 Short –term Issues and Challenges	18
5.2 Long –term Issues and Challenges	18
5.3 Mitigation Measures Taken to Address the Issues and Meet the Challenges	19
5.4 Plan for Addressing the Issues and Challenges	20
5.4.1 Social Relation Plan	21
5.4.2 Institutional Relation Plan	21
5.4.3 Research and Publication Plan	21
5.4.4 Infrastructure Development plan	21
5.4.5 Human Resource Development Plan	22
5.4.6 Finance Related Plan	22
5.4.7 Student Related Plan	22
5.4.8 Quality Assurance Plan	23
5.4.9 Information Technology Related Plan	24
5.4.10 Plan to increase Accessibility of Higher Education for Unprivileged People	24
5.4.11 Faculty and Program Development Plan	24
5.5 Reform Programs	24
5.5.1 Academic Reform Programs	24
5.5.2 Administrative Reform Program	25
5.5.3 Student Related Reform Program	25
5.5.4 Research and Publication Reform Program	25
5.5.5 Infrastructure Development Program	25
5.5.6 Resource Mobilization and Finance Related Reform Program	26
Annexes	
Audit Report of Last two years	
List of Teaching and Non-teaching Staff	
List of Management Committee Members	
Annual Work Plan	

Introduction

Shahid Multiple Campus is situated at the center of Rampur Municipality in the eastern part of Palpa district about 65 k. m. far from district headquarter Tansen. It is a non-profit oriented public campus 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 affiliation for conducting 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 2067. It has started MBS classes from 2078. The campus is working for accreditation. The first draft of Self Study Report has been submitted to UGC. Further works are being done as per the indicators after the comments and suggestions from QAA division.

To mention the various aspects of the campus in brief, it runs three streams In Bachelor level: Humanities and Social Sciences, Management and Education. In the Masters Level, the campus runs Educational Planning and Management and Nepali in education stream and MBS in management stream. Student enrollment in the faculty of Humanities and Social Science is null in recent years. The enrollment of students is not identical in different programs and academic years. The enrolment of girl students is much higher than that of boy students. The campus is conducting plus two level in separate shift with separate management, administration and account keeping.

The programs being run in this campus 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 campus conducts internal examinations twice a year in each class. The campus conducts various indoor and outdoor extra-curricular activities regularly for overall development of the students.

Here are 29 teaching staff including the campus chief and assistant campus chief. In addition, here are 7 non-teaching staff working at the campus. The Management Committee consists of the President as the head who is elected by the general assembly. There are other 20 members

including a vice president, a treasurer and a member secretary in committee for smooth operation of the campus.

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

1.1 Academic Progress

The campus was established in 2048 in affiliation to Tribhuvan University to conduct 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, M. Ed. in 2067 and MBS in 2078.

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

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 and the enrolment in the faculty of Humanities and Social Sciences began to decrease. Gradually, commercial banks, financial institutions and co-operatives began to be established in the rural 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. But the total number of students who get admission in bachelor level goes up and down as per the pass rate of students in the ten plus two level.

The pass rate of students is average to national level in some classes and below average in some classes. Most of the students come to campus from their houses. As this is located in a rural area, students have to be busy with their household works after their classes. They do not afford much time for their study which is affecting the pass rate. The traditional book-based method of teaching learning is another cause affecting the pass rate. The program and level wise enrolment, pass rate and 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	2076/077			2077/078			2078/079			2079/080 (Admission is going on)		
	Total	Girls	EDJ	Total	Girls	EDJ	Total	Girls	EDJ	Total	Girls	EDJ
B. Ed.	151	129	7	179	138	12	126	103	8	34	32	3
BBS	108	76	10	121	74	6	111	74	3	34	33	3
B. A.	-	-	-	-	-	-	-	-	-	-	-	-
M. Ed. (1 st semester)	11	9	-	20	15	1	*22	*11	*2	Admission for first semester is not called by TU		
MBS. (1 st semester)	-	-	-	-	-	-	*49	*26	*1	Admission for first semester is not called by TU		

**Students who joined for first semester in 2078*

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 the year 2077 than in the year 2076 but it has decreased in the year 2078. The admission in the year 2079 is going on. In the program of management also the case is the same. The enrolment of girl students is higher than the number of boys in each program in every year. In case of M.Ed. level, the enrolment of students is increasing but the dropout rate is higher. The campus has started MBS class from 2078. Forty-nine students got admission in the first semester. The number of girls is higher than that of boys even in this semester. As the students have to be regular in their study under semester system, it is difficult to retain them. It is one of the main academic challenges of Shahid campus. Anyway, the admission number of students is going up in recent years in this campus.

1.1.2 Student pass rate trend analysis of last three years (only regular students are mentioned)

Table 2

Program	year	2075/076				2076/077				2077/078			
		Total appeared	Total pass	Girls	EDJ	Total appeared	Total pass	Girls	EDJ	Total appeared	Total Pass	Girls	EDJ
B. Ed.	1 st	96	7	6	1	112	20	20	1	139	Result not published		
	2 nd	54	17	13	1	73	10	9	-	80	Result not published		
	3 rd	66	16	14	1	55	8	4	1	63	Result not published		
	4 th	39	10	8	-	49	11	8	-	48	20	16	-
BBS	1 st	92	9	8	-	89	4	3	-	109	Result not published		
	2 nd	64	22	19	-	69	26	22	1	69	Result not published		
	3 rd	50	7	5	-	59	21	18	3	64	Result not published		
	4 th	36	19	14	-	56	26	16	-	56	Result not published		
B A	1 st	-	-	-	-	-	-	-	-	-	-	-	
	2 nd	-	-	-	-	-	-	-	-	-	-	-	
	3 rd	-	-	-	-	-	-	-	-	-	-	-	
M. Ed.	1 st Semester	11	1	0	-	19	5	4	-	12	Result not published		
	2 nd Semester	11	1	0	-	19	9	7	-	-	Exam not conducted yet		
	3 rd Semester	15	9	4	-	12	6	4	-	16	Result not published		
	4 th Semester	15	10	4	-	-	-	-	-	12	5	3	-
MBS	1 st Semester	-	-	-	-	-	-	-	-	33	8	5	-

The above table shows that student pass rate in both management and education program in bachelor's level is up and down in different years. The pass rate of students in last three years is not satisfactory. In context of Masters' level also the pass rate of students is not identical. It is necessary to be improved. Some students do not appear in all subjects in final examination. Their absence is causing low pass rate.

1.1.3 Graduate /pass out trend of last three years

Table 3

Program	2075/076 (2019)			2076/077 (2020)			2077/078 (2021)		
	Total	Girls	EDJ/ Dalit	Total	Girls	EDJ/ Dalit	Total	Girls	EDJ/ Dalit
BBS	27	19	1	31	23	1	As the result of BBS 4 th year is not published, the pass out in this program is not seen.		
B. Ed.	14	11	1	27	20	4	14	12	3
B A	-	-	-	-	-	-	-	-	-
M. Ed.	8	5	1	Students passed their academic year but did not write thesis. So, student pass out is not seen this year.			16 students from the annual system have attended their viva and have submitted their thesis to TU this year.		

The graduate trend of students is not identical in all programs in different levels. The pass out trend is not satisfactory. The data shows that the result should be improved.

1.2 Programs

At the early years of the campus (2048 -2054), only the classes of intermediate level in Humanities and Social Sciences were conducted. It got affiliation from TU to conduct the classes of Bachelor's Level in the faculty of Humanities and Social Sciences in 2054. Later, in 2061, it got affiliation to conduct classes of Bachelor level in the faculty of Education and became a multiple campus. Likewise, it got affiliation to conduct Bachelor in Business Studies (BBS) classes in 2066, M.Ed. classes in 2067 and MBS classes in 2078. Ten plus two classes under National Education Board also are conducted with separate administration, management and account keeping in separate shift.

The major subjects offered in bachelor's level are English, Nepali, population and health and physical education. Other two campuses, one at the distance of about 8 km and another at the distance of about 15 km, also are conducting B.Ed. and BBS classes. They have affected the enrolment of students in the faculty/program of education. This is the only campus that runs Masters' level in this locality. The campus has started English medium class in BBS and has started MBS class from 2078. As the enrolment of students in B.A. is null, the campus has made a plan to resume this faculty again by adding some new subjects in the program of humanities and social sciences.

The starting date of the different programs 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
	MBS	TU	2078/079
Plus 2	Class 11/12	NEB	2055/056

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. The number of girl students is far more than number of boy students. It is presented in the following table:

Table 5
(Number of students admitted for 2078/079 batch in first year and semester)

Program	Total	Girls	EDJ
B Ed.	126	103	8
BBS	111	74	3
BA	-	-	-
M. Ed. (1 st Semester)	22	11	2
MBS	49	26	1
Total	308	214	14

Table 6
(Number of students admitted till now for 2079/080 in admission ongoing batch)

Program	Total	Girls	EDJ
B. Ed.	34	32	3
BBS	34	33	3
Total	68	65	6

Admission for Bachelor's first year is going on. It is hoped that the total number of new students would cross 200 in this academic year. The admission for M.Ed. and MBS first semester is not called by dean's office. For information, 53 students have enrolled in class 11 but it is not included in the data to be presented to UGC as plus two level is conducted with separate administration, account keeping and management.

1.2.2 Total number of students in Bachelor's level in the current year

Table 7

Program	1 st year (admission process is going on)			1 st year (old group)			2 nd year			3 rd year			4 th year		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
B. Ed.	2	32	34	26	100	126	28	111	139	5	75	80	4	59	63
BBS	1	33	34	36	75	111	36	73	109	17	52	69	17	47	64
B.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	3	65	68	62	175	237	64	184	248	22	127	149	21	106	127

As the college record and the above table shows, the total number of students in bachelor's level is 829. The admission for first year has just begun. It is hoped that the total number of newly admitted student will exceed 200 this year. The total number of students would increase after the admission of students in first semester.

1.2.3 Total current /existing number of students in semester system (M.Ed. and MBS)

Table 8

Program	1 st semester			2 nd semester			3 rd semester			4 th semester		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
M.Ed.	-	-	-	3	4	7	-	-	-	3	13	16
MBS	-	-	-	14	19	33	-	-	-	-	-	-
Total	-	-	-	17	23	40	-	-	-	3	13	16

Here are altogether 23 students in M.Ed. and 33 students in MBS under semester. Total number of students in Masters level is 56. Five students from M.Ed. second semester and seven students from MBS second semester did not fill up their exam form for final semester.

1.2.4 Number of Students Enrolled Under NEB

The campus is conducting class 11 and 12 under NEB. As per the policy and guidelines of UGC the campus is conducting class 11 and 12 with separate administration, management and account keeping. It is conducted in the day shift. The details of this stream are excluded in the report. Only the enrolment of +2 students is presented here for information.

Table 9

Stream	Class 11			Class 12		
	Boys	Girls	Total	Boys	Girls	Total
Management	9	5	14	8	14	22
Education	15	24	39	22	20	42
Total	24	29	53	30	34	64

The above table shows that there are 54 boys and 63 girls admitted in this campus. Total number of students in NEB stream is 117. Plus two program is being run in the day shift. All teaching and non-teaching staffs in this shift are in contract basis.

Table 10

Total number of students in this campus at present

Level	TU Stream			NEB Stream		
	Boys	Girls	Total	Boys	Girls	Total
Bachelors	172	657	829			
Masters	20	36	56			
11/12	-	-	-	54	63	117
Total	192	693	885	54	63	117

The admission in the first year of bachelor's level is going on. It is hoped that the number of students in bachelor's first year will cross 200 in this academic year. To the date, here are 829 students in bachelor's level, 56 in master's level and 117 in plus two levels. The total number of students is 1002. Out of them 756 are girls and 246 are boys. About 75.4% students are girls.

1.3 Educational Pedagogy

The educational pedagogy implemented by the campus is the base for its academic excellence. The pedagogy used by the campus mainly depends on the human resources, financial condition of the campus, nature of the courses offered and need and interest of the students. So far as the educational pedagogy of this campus is concerned, it is still a traditional one, a book-board based technique. Most of the subjects offered are theoretical. Lecture method is used in most of the classes. Handouts are given to the students and they are encouraged for self-study. Overhead projectors are installed only in four classes. The classes of Masters Level are conducted using power point. 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. Students of MBS level are joined to online class conducted by the professors of Kathmandu valley by using Microsoft teams. 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 regularly 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 multi-media,
- online classes
- orientation for practical classes,
- consulting reference materials,
- conduction of internal tests,
- educational tours and field trips,
- project works and demonstration,
- presenting papers and assignments,
- preparing research papers and case study
- counseling at the beginning of the session,
- pair and group work, etc.

The campus is gradually replacing traditional pedagogy by research and ICT based pedagogy in recent years. The campus has added computers, laptops and projectors from the grants of UGC and provincial government for modernizing the pedagogy.

2. Physical Progress

The campus 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 campus 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 collecting fund from the local people. The campus has made some physical progress from that time.

2.1 Infrastructure Development

After being run in the buildings of Ram Tulsi Secondary School situated in Rampur-4 at the earlier years, it was shifted to its own building at Kisanbari, which was constructed by collecting fund from the local people. The infrastructure development of the campus is not as the time has demanded. There are 8 buildings and two canteen blocks as the buildings of the campus. Out of them two are made of stone and mud and are in vulnerable situation. Twenty four rooms are used as classrooms, and others are used for library, multimedia room, computer lab, departments, store, and accounting and for administrative purpose. Among them, one is a one storey library building constructed in the financial support of a Japanese social worker Kajumasa Kakimi (O.K. Baji) and internal resources of campus. The construction work has been completed but maintenance of furniture and equipments is not complete because of the financial problem. The campus is going to maintain it normally with the budget allocated to this campus by Rampur Municipality in this fiscal year.

A toilet block with four closed toilet rooms is under construction. It is being constructed in the financial support of the organization Qatar Charity Nepal.

Likewise, the campus has a park, three rest places (*Chaupari*), a basketball court, a volleyball ground, table tennis courts, and badminton court in the campus premise. A rest place (*Pratikshyalaya*) has been constructed on silver jubilee. A pavement has been constructed to connect the buildings in the campus premise. A garden has been constructed in front of the administrative building. The existing compound wall has been extended and it is planned to complete the compound wall by the end of this year. The classrooms in the old building and the toilets behind them are repaired and maintained. Different departmental

rooms are being made. The old hall is being changed into a conference hall. Maintenance of furniture, number of books available in the library, computer lab facilities and other physical facilities are average. Software has been installed in accounting, administration and library. Barcode system has been started in the library. It is going to be extended and improved. It is planned to set up an E-library after shifting it to the new building. CC cameras have been installed in twelve class rooms. The toilets and urinals in the newly constructed building are well managed. The road that goes from Kisanbari to Bijayapur has been black topped. As a result, the access to the campus has been easier in the rainy season than before. Covid-19 pandemic has badly affected the physical progress of campus. It has gradually started to take pick up from this year. To be brief, the infrastructural development of the campus is slow in pace. The campus 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 campus and the skill of available human resources. The campus is on the way of reformation although it has a long history of about three decades. The educational aids used in this campus are both traditional and modern. The aids used here are books, reference materials and electronic Medias. The students of Masters' level are provided with five books throughout the semester and the students of other levels are provided with three books in a time for a month. They can read reference materials in the library. Computers, internet and projectors are used as modern teaching aids.

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 campus. Specially, English and management classes are conducted using electronic Medias. The students use computer lab to do their computer related works. The campus has added some computers and laptops with the financial support of provincial government of Lumbini province and UGC under DLI5. Nine teachers are provided with laptops with special conditions so that their teaching performance would be improved. It is expected that the academic excellence of the campus would be enhanced by using electronic equipments. The list of electronic media in use is presented below.

Table 11
Electronic Media in use

Items	Numbers	Items	Numbers
Computer	15	Projector	7
Printer	8	Laptop	12
Scanner	2	Smart board	1
Fax machine	1	Thin Clint monitor	10
Barcode reader	2	Photocopy machine	2
Laminator	1	Generator	1
Sound system	1	Inverter	1
CC TV monitor	1	CC camera	12
Camera	1	-	-

Source: Campus store entry book

2.2.2 Books, Journals and Reference Materials

The campus consists of a simple library. The library room is used as reading room as well. Here are **14173** 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 of Masters' level are provided with five books throughout the semester and the students of other levels can borrow three books from the library for one month. After that, they either have to renew or exchange them.

The campus has made a plan to enhance the condition and efficiency of the library. Text books and reference materials are bought in regular basis from the internal and external resource of campus. A separate reference section is managed in the library. Likewise, a reading room is extended. Software is installed in it. Barcode system is in use. Each department has a small library. There is a plan to install an e-library by next year.

A one storey library building has been constructed this year with the financial support of a Japanese social worker Kajumasa Kakimi (O.K. Baji) and internal resources of campus. The construction work has been completed but maintenance of furniture and equipments is not complete because of the financial problem. The campus is going to maintain it normally with the budget allocated to this campus by Rampur Municipality in this fiscal year.

2.2.3 Furniture

The classrooms consist of enough desks and benches but they are not new and student friendly. Twenty sets of fiber desk and benches have been bought in the financial support of the government of Lumbini province. Departments are furnished with chairs and tables

bought with the support of UGC under DLI5. The office room of the campus chief and assistant campus chief is furnished normally with the financial support of the Ministry of Education and Social Development two years ago. There is not good management of furniture in computer lab and library to the date. It is planned to install some furniture in the newly constructed library this year.

Table 12
List of main furniture items

Items	Numbers	Items	Numbers
Plastic chairs	40	stool	3
Wooden chairs	43	steel drawer	16
revolving chairs	6	rostrum	20
Sofa set	9	white board	25
tables (Big +small)	41	racks	10
desk (wooden + Iron)	294	Benches(wooden + Iron)	295
Desk- bench sets (Fiber)	20	Steel book racks	6
Visitors' chair	38	Computer Chair	7

Source: Campus store entry book

3. Financial Progress

At the time of establishment, the campus was not financially strong. It was established by raising small fund and donations from local community. As the number of students increased, the financial condition of the campus also started to improve. To enhance economic strength, it conducted *Lok Sanskritik Mahotsab* in 2059. For the sustainable development, Rampur VDC (Now Rampur Municipality) provided the campus with 1.7 million rupees in 2060. Rampur Municipality, provincial government and UGC is providing financial support to campus for special title every year. Both income and expenditure level of the campus are going up. The recurrent and capital expenditure is higher in comparison to the income from students' fee, grants from UGC, provincial government, Rampur Municipality and other sources. Fee from students, UGC, provincial government and local government (Rampur Municipality) are the main sources of income.

The financial condition of the campus has been pushed back because of the spread of Covid-19. It is difficult to pay the salary for teachers and other staff regularly. The campus has to look for various measures to pay off the salary in regular basis and for sustainable financial development. 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 campus of last three years is presented in the following table and it is analyzed after it.

Table 13

Comparative chart of income and expenditure in last three years

Income			
Topics	2076/077	2077/078	2078/079
Student fee	92,77,294.00	76,77,523.00	1,96,78,968.00
UGC			
Regular Grants	9,02,475.00	9,87,475.00	15,95,000.00
DLI5	12,00,000.00	8,00,000.00	--
Resource Mobilization	8,64,742.24.00	56,87,540.06	---
Others	10,30,220.00	2,00,000 (for website set up)	---
Rampur Municipality			
Purchase of Goods and Construction Work	30,60,000.00	7,11,744.00	14,85,778.00
Scholarship	---	48,180.00	2,45,840.00
Lumbini Provincial Government (Directorate of Education Development)			
Construction Work	30,90,000.00	19,10,335.00	19,67,137.00
Scholarship	---	53,000.00	40,000.00
Research Work	---	97,263.00	92,446.00
From Kajumasa Kakimi (O.K. Baji)			
Construction	---	18,00,000.00	22,00,000.00
Trust	---	6,05,375.00	---
Other sources:			
Interest	1,78,742.13	93,105.56	1,60,861.28
Charity	1,10,905.00	45,010.00	10,100.00
Exam related	7,08,268.00	28,350.00	27,756.00
Miscellaneous	(included in student fee)	7,51,708.00	8,17,584.00
land related	1,18,100.00	12,100.00	16,000.00
Total	2,05,40,746.37	2,16,13,154.62	2,83,37,470.28
Expenditure			
Salary(Teaching and administration)	82,47,707.00	51,13,263.00	96,99,429.00
Major Infrastructure Development	73,68,050.84	68,56,671.00	71,71,516.00
Electricity & water management	49,200.00	3,05,840.00	79,385.00
Furniture	9,000.00	6,82,497.63	40,530.00
Equipments	92,395.00	4,21,499.95	22,000.00
Exam related	11,16,137.00	9,76,896.00	20,04,926.00
Books	2,71,489.00	1,09,821.00	6,88,164.00
Miscellaneous property	---	1,28,836.00	1,31,873.00
Utsab/ Samaroha	65,320.00	16,925.00	5,191.00
Scholarship	4,68,600.00	6000.00	8,67,220.00
Student welfare	47,450.00	9300.00	10,960.00
Misc. Operational Expenditure	---	9,33,371.69	15,53,157.91
Provident and Retirement Fund	24,07,824.00	26,16,432.00	24,85,944.00
Tax	1,00,832.00	58,728.00	94,989.00
Teaching Materials	1,08,395.00	62,860.00	84,813.00
Maintenance	71,910.00	3,68,055.00	1,08,606.00
Student Uniform	1,17,600.00	11,760.00	12,86,609.00
Deposit Refund	55,540.00	2,36,500.00	8,00,372.00
Total	2,05,97,449.84	1,89,15,256.27	2,71,35,684.91

(Source: Audit Report of 3 different years)

Income plays significant role in growth and stability of any organization. It is the base for recruiting and retaining 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. The income and expenditure ratio is badly affected by lockdown and pandemic in last two years. The above comparative table of income and expenditure of last three years shows the income is increasing in the three years but the expenditure has decreased in 2077/078 than in 2076/077. The causes were that teachers were not paid for some months and other developmental works were not conducted because of Covid pandemic during that year.

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. 69,45% of its income is generated from this source. Besides this, regular grants from University Grants Commission (UGC), provincial government and Rampur Municipality are other sources of income. The contribution of different sources of income in different fiscal years is mentioned in the following table.

3.2 Analysis of income resources

Table 14

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

Sources	Fiscal Year		
	2076/077	2077/078	2078/079
Fees from students	92,77,294.00	76,77,523.00	1,96,78,968.00
Interest from fund investment	1,78,742.13	93,105.56	1,60,861.28
UGC's regular grants	9,02,475.00	9,87,475	15,95,000.00
Other grants from UGC	30,94,962.24	66,87,540.06	---
Others (From Local and Provincial Govt.)	61,50,000.00	53,42,443	37,38,755.00
O.K.Baji and Japanese Donors	---	18,00,000.00	22,00,000.00
Others	---	---	9,63,885.72
Total	1,96,03,473.37	2,25,88,086.62	2,83,37,470.28

(Source: Audit Report of different years)

Table 15

Average contribution of main sources (in Rs.) and Percentage in 2078/079 (In total income 2,83,37,470.28)

Sources	Contribution	Percentage (%)
Fees from students	1,96,78,968.00	69,45%
Interest from funds investment	1,60,861.00	0.57%
UGC's regular grants	15,95,000.00	5.61 %
Provincial and local government	37,38,755.00	13.20%
O.K.Baji	22,00,000.00	7.77%
Others	9,63,885.72	3.40%
Total	2,83,37,470.28	100%

(Source: Audit Report of different years)

From the above table, it is clear that the level of income of SMC is not stable. Fees from students is the main source of income. The external sources are not strong. Provincial and local governments are other main sources of income. UGC also has great contribution. Other sources are just casual ones. It is necessary to manage regular financial resources for stability in its income and sustainable development.

4. Social Progress

A public campus is established in the society by the society for 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 campus. Like other public campuses, this campus also was established with the active participation of local community including social workers, teachers, educationists, academicians, and social organizations to deliver quality education in locally affordable cost. Therefore, the society expects much from the campus and it has to be accountable to the society. Being a public campus, it has maintained good public relationship. It has support and love from the community. The society people believe in the quality of the campus 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 organization of the locality where the campus is located. Whenever there are the programs in the society related to education, there is the participation from the campus as one of the key participants.

The campus is invited as a judge and guest and chief guest to take part in formal, academic and other programs in the society. The students help as volunteers in the programs in the society. For example, in health camps and folk and cultural festivals the students actively

take part as volunteers. Likewise, the campus serves the victims from natural disaster in different occasion, works to spread education, social and health awareness and environmental sanitation program in the locality. The campus sends some students as volunteers in the Eye Care Centre while performing surgical camps regularly.

4.2 Contribution of Society to the campus

The society is the guardian and founder of campus as a whole. It was founded by the society by collecting fund at the beginning. From the date of the establishment, the people in the society are helping the campus by providing supports directly and indirectly. When the campus publishes its annual souvenir the local business persons, entrepreneurs and other institutions give advertisements. The local forest groups provide woods to the campus when it is needed. Whenever the campus organizes educational programs, the educational institutions in the society participate in them. Many people have established different trusts in the campus to support the needy students for their study. A Japanese social worker Kajumasa Kakimi (O.K. Baji) has founded a trust to help the needy students for their study. Rampur municipality provides admission fee to all Bachelor and Masters level Dalit students and it financially supports the needy students for their study. The people in the society come to campus in the special programs like annual functions organized by campus. The society people encourage the students to join this campus. The social support and contribution has helped for its overall development.

4.3 Plan of Campus for Contribution to the Society

The goal of the campus is to provide quality education to the society people in locally affordable cost. It is committed to achieve this goal. The campus is committed to provide quality education to the society. A Public Relation Unit has been formed to maintain good public relation with the campus. Campus conducts public awareness and environmental sanitation programs in the society. It is providing facilities to the students from educationally deprived group and financially weak families so that their enrolment would increase.

4.4 Plans for Increasing Involvement of Society in the campus

The more there is the involvement of the stakeholders in the campus, the more there is the possibility of overall development. The campus can increase the involvement of the society by various means. The Public Relation Unit in the campus is in charge of maintaining the campus and society relationship. The campus increases the involvement of society by following means:

-Calling society people to campus on special occasions like anniversary, campus assembly etc.

-Calling them regularly in specific time and date,

-Conducting interaction programs among the stakeholder,

-Involving the society people in construction works of the campus,

-Encouraging the society people to establish rusts in the campus, etc.

5. Issues, Challenges and problems of the campus

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

5.1 Short –term issues, challenges and problems

- lack of strong and reliable permanent internal and external financial sources,
- less reading habits of staffs and students ,
- lack of enough books in library,
- not being able to provide facilities to the staff as per TU rules and regulations,
- irregularity of the students,
- lack of modern physical facilities,
- difficulty to manage the library,
- not being well-compounded,
- the pass rate to be below average,
- not having dynamic administration ,
- high dropout ratio of the students,
- lack of modern ICT materials

5.2 Long – term issues, challenges and problems

- a. The campus is not able to provide satisfactory financial support to the teachers for their professional development and further studies.
- b. The teachers are not encouraged to research works and further studies because of insecurity of job and lack of proper financial support.
- c. The infrastructure developments like the condition of existing buildings and classrooms are not as the time demands.

- d. In case a private campus is established, it has to compete with that and the number of students may decline.
- e. It is difficult to provide quality education with limited resources.
- f. Most of the full time teachers go to other institutions beyond the campus hour.
- g. It is a great challenge to retain the qualified and experienced teachers. It is difficult to get teachers with M. Phil. and PhD.
- h. Highly skilled teaching staff are not permanent, so they tend to leave the campus.
- j. As the students are attracted to technical subjects, it is likely to decrease the enrolment of students in the campus.
- k. It is difficult to apply 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 boy students in coming years.
- n. Launching technical subjects in the schools of surrounding area may cause decrease in students' enrolment.
- o. The campus has to launch new subjects in Humanities and Social Sciences program to revive it and has to add new subjects to M.Ed. program.

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. It has taken the following mitigation measures for academic, administrative, student and research related reforms, infrastructure development, and resource mobilization:

- making internal examination system more effective and result oriented,
- making research committee active for research activities,
- monitoring teaching learning activities,
- Organizing seminars and orientation programs and educational tours to teachers and members of CMC,
- encouraging the use of electronic educational materials/ICT materials.
- conducting special classes/remedial classes for weaker students,
- arranging regular meetings and workshops,
- regular monitoring and supervision by Monitoring and Supervision committee of the campus,
- arranging seminars and interaction programs 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 regularly,
- organizing orientation classes to students,
- publishing annual progress report and research based journals,
- encouraging teachers and students for research works,
- completing the responsibilities under the conditions of UGC, Provincial and local government,
- constructing garden to make the campus environment attractive,
- encouraging students for enrollment by proving quality education,
- involving in the programs and projects of UGC, Provincial and local government for grants continuously,
- lobbying with the local people, businessmen, and industrialists for financial support,
- lobbying with Rampur Municipality, provincial as well as central government and other organizations for financial support,
- conducting workshops with stakeholders to identify and implement regular sources of income.
- conducting academic audit,
- providing incentives and rewards to the teachers as per result of students in their subjects,
- preparing foundations as per the indicators for QAA certification.

5.4 Plan for addressing the Issues and challenges

The campus had made a five –year strategic plan for addressing the issues and challenges. This is the second strategic plan of the campus. It has been broken up for every individual year from 2022-2026. Efforts have been made to address the issues related to academic aspect, administration, student’s affair, research and publication, infrastructure development and resource mobilization. But it is not easy to achieve the destined goals because of the financial inadequacy. The statute of the campus is amended as per the instruction of TU and UGC. It has been approved by T. U., department of planning and the campus senate is implementing it. The campus senate has formulated necessary bylaws and the executive body of the campus has administered them remaining under the concerned rules and regulations. Efforts have been made to address the issues and solve the problems. The campus has the following plans to overcome the issues and challenges:

5.4.1 Social Relation Plan

This is a community-based campus. It has good public relationship. The campus aims to maintain good public relationship. This is working with public to provide the community service together. It works with local government in the sector of social service. It shares knowledge and co-ordinates with local government organizations and NGOs as well. A Public Relation Unit has been formed to carry out such programs with community and to maintain good relationship with the society. .

5.4.2 Institutional Relation Plan

As stated above, this campus is a community based one and has been operating as per the interest and need of the society. It is affiliated to TU and is under the umbrella of Nepal Public Campus Association. University Grants Commission 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 campus 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 campus has formed an Institutional Relation Unit to manage vertical and horizontal communication and relation with other institutions.

5.4.3 Research and Publication Plan

The campus has adopted the strategy to promote the academic staff based on performance especially in research and publications. It promotes the academic standards based on quality publication of research works. A research and publication committee has been formed in the campus which conducts research and publication works. The campus administration has formulated research and publication policies. About 1% of the total budget is allocated for it. The research committee publishes research journal twice a year. Teachers and students are encouraged for research works and the campus has decided to provide them financial support as per the campus rule. It is planned to make the teaching learning activities more research based. It carries on research works in collaboration with provincial government as well. Research works in collaboration with Provincial government were completed in last two years.

5.4.4 Infrastructure Development Plan

The campus has formulated a plan for infrastructure development. The existing buildings are not sufficient. The external environment of the campus has to be improved. A good compound is essential for its safety and security. The structure and the design of the building and classrooms is not as per modern standard. The classrooms, offices and library

are not well furnished. In such a situation, the campus has made a master plan for physical infrastructure development. A Physical Infrastructure Development Committee has been formed to deal with this particular sector. It is coordinating with provincial and local government and other external agencies for financial support for its infrastructure development. It is planned to complete the compound, replace the old classroom furniture with new and student friendly ones, set up a bike stand, resurface the path inside the campus and make the physical environment within the campus premise more beautiful and attractive. A Japanese organization Iki-Iki Forum Kusanene Shien and Qatar Charity Nepal are supporting for infrastructure development of campus.

5.4.5 Human Resource Management Plan

The crucial issue of the campus is that most of the teachers and administrative staff work in other institutions as well. The campus has made a provision for permanent teaching and non-teaching staff to work only in this campus. It has started the system (provision) of retirement fund and provident fund for permanent staffs. It has a strategy to recruit highly qualified and energetic academic and administrative staff from open competition. A Campus Service Commission has been formed for human resource management. The campus has decided to grant financial support and leave to the permanent teachers for perusing M. Phil and Ph. D. degree. A teacher is studying M. Phil. remaining under this provision. Priority is given to the candidates with higher qualification while appointing new teachers. A teacher with M. Phil. qualification has been appointed this year. In addition to this, the campus has started to promote teaching and non-teaching staff based on their performance and work skill.

5.4.6 Finance Related Plan

The main source of income of the campus is fee from students. The campus has made strategy to increase the number of students. Accordingly, it has restructured the fees for different academic programs. It will continue its involvement in the programs launched by UGC for grants. It will contact 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 campus planned to implement in near future.

5.4.7 Student Related Plan

To deal with the student affair, the campus has formulated a forum named 'Student Affair Division' and this forum conducts extracurricular activities coordinating with ECC and

deals with the issues related to students. The main responsibilities of the division are to maintain discipline among the students, to increase participation in campus affair, to maintain regularity in the study and to provide necessary counseling to the students. The needy students are provided with assistance. A Free Students' Union and a Students' Quality Circle have been formed to work for the welfare of students and to maintain coordination with administration regarding student affairs. They are mobilized to support the SAD.

5.4.8 Quality Assurance Plan

Although the quality of education imparted by the campus is improved, it is not satisfactory till now. It has to give strong assurance to public for quality output of human resources. The campus has taken some quality assurance strategies. The campus has formulated the quality control measures and the administration has implemented them. The internal examination system is made more effective and result oriented. The teaching learning activities are being made research based. Multimedia and internet is used in teaching. The monitoring and supervision unit looks after the academic affairs. This unit evaluates all academic programs and takes remedial measures to improve the quality of education. The campus has taken the strategy to award and promote the teachers on the basis of their performance. Tracer study of students is being carried on every year in order to evaluate the actual quality of the students. IQAC in the campus is working for quality and assurance as per the directives. Starting of academic audit is doing better for quality enhancement. It is believed that all will help to complete the QAA cycle and to get accredited.

5.4.9. Information Technology Related Plan

An EMIS unit has been set up in the campus. The unit is working effectively. The campus has appointed a staff and has allocated certain amount of budget for this unit. The campus is using information and communication technology (ICT) in campus administration as well as in teaching and learning activities. This campus disseminates the information regarding physical, financial, academic and other sectors through campus web page, face book and social media to public and the stakeholders. The accounting system, result, extracurricular activities, library works, examination records are maintained in software system. It is planned to install CC camera in each classes and projectors in 50% class rooms. The computer lab is planned to be extended by adding computers in the lab. All full time teachers will be provided with laptops for making their classes ICT friendly. A proposal for financial support to purchase ICT materials has been submitted to UGC in this financial year. Other sources for it will be the internal budget of the campus, Rampur Municipality provincial government of Lumbini Province and other donors.

5.4.10 Plan 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 implemented, they do not come to the main stream of higher education. The students from disadvantaged and marginalized group of people in the society are given partial or full fee waiver according to their economic status. The campus carries on encouragement program focusing on them along with Student Affair Division, Free Students' Union, Grievance Readdress Unit and SQC. The campus is planning to buy a college bus. Rampur Municipality also has planned to start city bus in Rampur valley focusing on the students of long distance and campus time. It is hoped to increase the accessibility of students to the campus who are from a long distance by adding transportation facilities to the students.

5.4.11 Faculty and Program Development Plan

At present, the campus is conducting management, education and humanities and social sciences in Bachelor level, EPM and Nepali in Education program in the Masters Level and MBS. Ten plus two classes also are being conducted with separate management in separate shift. The enrollment of students in Bachelor of Arts (B.A.) is null. The campus is planning to start English in M. Ed. As the Faculty of Humanities and Social Sciences is inactive, the campus has planned to resume it with new subjects like BSW, Mass Communication and Sociology. English medium classes have been started in BBS level since this year. Likewise, it has been planned to organize seminars, workshops and trainings for professional development of the teachers. Campus supports the teachers for research works and further study.

5.5 Reform Programs

The campus has proposed the following short-term and long- term reform plans and programs to improve the academic and physical standards:

5.5.1. Academic Reform programs

- organizing seminars and orientation programs,
- exposure visit to renowned institutions and universities by teachers, management committee and students,
- financial support to teaching and non-teaching staff for further studies,
- providing computer/laptops to teaching and non-teaching staff to enhance their teaching and work performance,
- 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 (ICT),
- making internal examination system more effective and result oriented,
- special and remedial classes for weaker students ,
- launching new academic program as per demand of time,
- making academic audit more effective, etc.

5.5.2 Administrative Reform Programs

- arranging seminars to identify the problems of administration and seeking their solutions,
- leadership and capacity building training to administrative personnel,
- computer training to non-teaching staff,
- training to library staff,
- account package training for account staff,
- training to EMIS unit staff and making this unit more effective,
- arranging regular meetings and workshops,
- regular monitoring and supervision, and

5.5.3 Student Related Reform Programs

- extending scholarship programs,
- conducting student counseling and orientation programs regularly,
- taking student to educational tours and field trips,
- conducting extra classes to weaker students,
- making Student Affair Division, FSU and SQC more active for conducting student support programs,
- organizing extracurricular activities,

5.5.4 Research and Publication Reform Programs

- making research committee active,
- providing fund to students, lecturers and research committee for research works,
- publishing annual progress report, brochures and academic calendar,
- encouraging teachers and students for research works,
- organizing research trainings, workshops and seminars, etc.
- publishing research journal twice a year.

5.5.5 Infrastructure Development Program

- repair and maintenance of building, toilet and furniture,

- managing good electrification,
- complete the passage from gate to the buildings,
- completing the compound of the campus,
- managing furniture in the new library building and shifting the existing library to it,
- construction of seminar hall and managing class rooms,
- managing badminton court,
- plantation of varieties of trees and managing the existing garden,
- construction of girls' hostel,
- construction of teacher staff quarter and auditorium hall etc.

5.5.6 Resource Mobilization and Finance Related Reform Programs

- increment of student enrollment by extending programs and subjects,
- organizing **MahaYagya** to collect fund,
- continuous involvement in the programs and projects of UGC for grants,
- contacting with the local people, businessmen, and industrialists,
- workshop with stakeholders to identify and implement regular sources of income,
- coordinating with central, provincial and local government and others organizations,