ANNUAL ACADEMIC QUALITY AND INSTITUTIONAL AUDIT

SUBMITTED TO
EDUCATIONAL QUALITY ASSURANCE AND ACCREDITATION COUNCIL
UNIVERSITY GRANTS COMMISSION NEPAL
SANOTHIMI, BHAKTAPUR
NEPAL

AUDIT OF THE ACADEMIC/FISCAL YEAR 2023

SUBMITTED BY

SAPTAGANDAKI MULTIPLE CAMPUS
Bharatpur, Chitwan

November, 2024

Acknowledgements

This *Academic Quality and Institutional Audit Report (2023)* for Saptagandaki Multiple Campus has been prepared to assess the status of the campus's academic performance and institutional quality. The report serves both as an essential part of the campus's ongoing quality improvement journey and as a requirement for accredited institutions by the University Grants Commission (UGC). Accredited institutions are required to provide updates across various aspects of their functioning, including governance, transparency, research, public relations, infrastructure, and more.

This is the second time the campus has conducted an Academic Audit to identify gaps within the quality framework and perform a self-assessment of various academic performance indicators. The audit process also includes an external evaluation by an independent reviewer. The report has been structured according to the UGC-prescribed format, incorporating all necessary information to meet the requirements of the monitoring and evaluation team.

The report has been reviewed and independently evaluated by Prof. Dr. Ramchandra Dhakal, an external evaluator, to ensure its accuracy and credibility. We are deeply grateful for his invaluable feedback and are committed to implementing his recommendations in the coming days.

Any discrepancies or errors in this report are the responsibility of the Self-Assessment Team.

We would like to express our sincere gratitude to the many individuals and institutions, both within and outside the campus, for their unwavering support in preparing this report. The Self-Assessment Team is especially grateful to the Campus Chairperson, the Campus Management Committee, and the campus administration for providing the opportunity to prepare and publish this report. We are also deeply indebted to Campus Chief Khim Lal Dahal, whose valuable suggestions and encouragement were instrumental in completing this report.

We also acknowledge the support of the IQAC, RMC, Academic Departments, EMIS Unit, ECA, Finance, Store, Examination, and Administrative Sections, as well as their respective heads, for their assistance in providing the necessary data and information. Lastly, we are thankful to the University Grants Commission, Nepal, for their encouragement, guidance, and support throughout the preparation of this report.

(Kapil Deb Subedi)
Coordinator Self-Assessment Team

Declaration of Head of the Institution

Hereby, we declare that the data and information provided in this report and submitted to the Educational Quality Assurance and Accreditation Council (EQAAC), UGC are true, and the evidence produced to prove the information are genuine as per the institution records. We bear the responsibility, if any, in case misinformation is detected.

Yours Sincerely,

(Khim Lal Dahal)

Campus Chief
Saptagandaki Multiple Campus
Date: November 4, 2024

Official Seal:

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Abbreviations

AD	**Anno domino**
AFU	**Agriculture and Forestry University**
B.A.	**Bachelors in arts**
B.Ed.	**Bachelors in Education**
B.Sc.	**Bachelors in Science**
B.Sc. CSIT	**Bachelors in Science in Computer Science and Information Technology**
BBA	**Bachelors in Business Administration**
BBS	**Bachelors in Business Studies**
BCA	**Bachelors in Computer Application**
BICTE	**Bachelors in Information and Communication Technology Education**
BIM	**Bachelors in Information Management**
BOD	**Board of Directors**
BS	**Bikram Sambat**
CCC	**Campus Construction Committee**
CMAT	**Central Management Admission Test**
CMC	**Campus Management Committee**
CSR	**Corporate Social Responsibility**
ECA	**Extra-Curricular Activity**
EMC	**Examination Management Committee**
EMIS	**Education Management Information System**
FOM	**Faculty of Management**
FT	**Full Time**
HERP	**Higher Education Reform Project**
HPE	**Health and Physical Education**
ICT	**Information and Communication Technology**
IEDP	**Institute of Entrepreneurship Development Program**

IQAC	**Internal Quality Assurance Committee**
KU	**Kathmandu University**
LMC	**Library Management Committee**
LOI	**Letter of Intent**
M.A.	**Master in Ats**
MBS	**Masters in Business Studies**
MED	**Masters in Education**
NEB	**National Examinations Board**
NEHEP	**Nurturing Excellence in Higher Education Program**
PC	**Placement Cell**
PT	**Part Time**
QAA	**Quality Assurance and Accreditation**
RD	**Rural Development**
RMC	**Research Management Cell**
SHEP	**Second Higher Education Project**
SMC	**Saptagandaki Multiple Campus**
TU	**Tribhuvan University**
VC	**Vice Chancellor**

INTRODUCTION

In the decade of forties, there was a notable increase in Higher Education Institutions (HEIs), especially community campuses, to meet the rising demand for university education among the youth. One significant outcome of these initiatives was the establishment of Saptagandaki Multiple Campus (SMC) in 2045 BS in Bharatpur Municipality Ward No. 10, Chitwan. This endeavor was driven by local academicians, supported by social leaders, activists, and community members, aiming to broaden access to higher education for the public.

SMC is a community-managed institution affiliated with Tribhuvan University, governed by a Campus Board as outlined in its statutes. This Board, reflecting the community's diversity, comprises 21 members elected from the Campus Assembly, which includes representatives from TU, Bharatpur Metropolitan executives, the local chamber of commerce, and teachers' associations. The Campus Assembly, consisting of 91 members, is responsible for electing the Campus Management Committee (Board), approving the annual budget, and reviewing audit reports. The Campus Board formulates policies and oversees their implementation through the Campus administration. It was started with over 200 students in its initial proficiency class and, after 37 years, has become a leading community campus in Nepal, with 87 faculty & staff members and over 2,300 students. SMC offers Bachelor's and Master's degrees in Science, Humanities, Management, and Education.

The campus provides a range of academic programs, including:

- **Management Faculty:** Bachelor of Business Studies (BBS), Bachelor of Business Administration (BBA), Bachelor of Information Management (BIM), and Master of Business Studies (MBS).
- **Institute of Science and Technology:** Bachelor of Science (B.Sc.) with a specialization in Environmental Science.
- **Education Faculty:** Bachelor of Education (B.Ed.) and Master of Education (M.Ed.), Bachelor of Information & Communication Technology Education (BICTE) and B.Ed. (Science)
- **Humanities and Social Sciences Faculty:** Master of Arts (MA) in Rural Development, Bachelor of Arts (BA), and Bachelor of Computer Application (BCA).

SMC employs various mechanisms to maintain its academic and administrative functions, including the Campus Assembly, Campus Management Committee, Campus Administration, and several specialized committees like the Research Management Cell (RMC), Internal Quality Assurance Committee (IQAC), and Examination Management Committee (EMC). The Campus Assembly, consisting of members from diverse societal sectors, handles major decisions such as electing the Campus Management Committee and approving budgets. The Campus Management Committee oversees policy-making and monitors the campus's academic and financial performance. The Campus Administration, led by the Campus Chief, implements these policies and manages daily operations with a team that includes two Assistant Campus Chiefs and three program coordinators.

Looking ahead, SMC plans to introduce self-sustaining and industry-relevant programs, including a Master of Business Administration (MBA) in Agri-business Management, but pending its approval from FOM, TU The campus has also completed the affiliation process for a Bachelor of Science in Computer Science and Information Technology (B.Sc. CSIT) and is awaiting approval from Tribhuvan University. Future plans include enhancing industry-academia collaboration, expanding libraries and laboratories, and increasing student pass rates. The campus has already submitted Self Study Report (SSR) to UGC and is preparing for its second cycle of Quality Assurance Accreditation (QAA). It has been recently selected by UGC for Entrepreneurship Support Program (ESP) and engaging students in entrepreneurship training, proposal writing, idea pitching, prototype development and testing the new products. This campus has also been part of NEHEP program of UGC and offering various facilities to students and faculty members.

SECTION ONE

A. INSTITUTIONAL DETAILS

1. General Information

Name of the Institution	**SAPTAGANDAKI MULTIPLE CAMPUS**
Date of Establishment	November 17, 1988 AD Marg 2, 2045, BS
Affiliating University	TRIBHUVAN UNIVERSITY
Institutional Registration Detail	**For UGC/QAAD Official Use:** NHEP Number: …….. Registration Date: (dd/mm/yyyy) AD (dd/mm/yyyy) BS
Province:	BAGMATI
District:	CHITWAN
Municipality	BHARATPUR METROPOLITAN CITY
Ward Number:	10
Street name /Tole:	Saptagandaki Tole
P O Box:	
Zip Code:	44207
Contact Numbers:	056493021, 056493754
Fax :	056493021
E-mail :	info@smc.edu.np
Website:	www.smc.edu.np
Type of Institution	University/ Academy /Constituent / Community / Private, Foreign university affiliate) Community Campus
Source of Finance: **Operating**	Government (Federal/ Provincial/Local) / Public Funded ☐ Self-financing ☑ Community ☑ Community and Government ☐ Trust/welfare organization ☐ Others (please specify)…….
Source of Finance: **Capital**	Government (Federal/ Provincial/Local) / Public Funded ☐ Self-financing ☑

	Community ☑ Community and Government ☐ Trust/welfare organization ☐ Others (please specify) …….
Accreditation Status but is in process of Reaccreditation	Accredited Date: November 23, 2017 (2074-08-07 BS) SSR submitted November, 2023

2.i. University/Academy management details

Designation	Name	Mobile Number	E-mail
Vice Chancellor			
Rector			
Registrar			
Deans			
Directors			

2.ii. Campus Management Details

Designation	Name	Mobile Number	E-mail
CMC (Chair) / Board of Directors (ED)	Tek Bahadur Thapa	9855061505	chairman@smc.edu.np
Campus Chief	Khim Lal Dahal	9855053754	campuschief@smc.edu.np
IQAC Coordinator	Khim Lal Dahal	9855050812	khim.dahal@smc.edu.np
IRC (Institutional Review Committee) / RMC (Research Management Cell) / SAT Coordinator	Kapil Deb Subedi	9845088422	kapil.subedi11@gmail.com kapil.subedi@smc.edu.np
EMIS Coordinator	Toya Nath Bhattarai	9855060106	smctoya@smc.edu.np
Examination Coordinator / Chief	Kadar Baral	9845030044	kedar.baral@smc.edu.np;

3. Academic Programs currently Offered (Active) at the Institution by level and faculties

Level	Faculty	Academic Programs	Date of Commencement	Remarks
Bachelors'	Humanities	Bachelor of Arts (BA)	07/05/1991 24/01/2048	
		Bachelor of Computer Application (BCA)	26/08/2018 10/05/2075	
	Management	Bachelor of Business Studies (BBS)	26/05/1995 12/02/2052	
		Bachelor of Business Administration (BBA)	25/12/2018 09/08/2075	
		Bachelor of Information Management (BIM)	26/08/2018 10/05/2075	
	Education	Bachelor of Education (B. ED)	13/10/1993 27/06/2050	
		Bachelor of Information Communication Technology Education (BICTE)	31/01/2022 17/10/2078	
	Science and Technology	Bachelor of Science (B.SC) Environment Science	23/02/2011 06/11/2067	
Masters'	Education	Master of Education (MED)	24/11/2002 06/08/2059	
	Management	Master of Business Studies (MBS)	25/11/2005 09/06/2062	
	Humanities	Master of Arts (MA)	11/06/2009 28/02/2066	

As per the goal of campus to diversify the academic program as per the preferences of students and community the campus has been partially successful to add various academic programs in its product mix. During past five years, the campus has added 4 different programs particularly the BBA, BCA, BIM and BICTE in Bachelors level. As per the program expansion plan, it reveals the campus aims to launch B.Sc. (CSIT) and MBA-Agribusiness, the autonomous program to cater the higher education need of students, however it has still not been successful to approve the acceptance of these two programs from the concerned faculties of TU.

4. List the Departments in the Institution

Faculty/Institute	Name of the Departments
Science and Technology	Department of Science
Humanities and Social Sciences	Department of Economics, Social Sciences and Rural Development
	Department of Information Technology (proposed)
Management	Department of Management
Education	Department of English
	Department of Mathematics
	Department of Health, Population and education
	Department of Nepali
Other Faculties (specify)	

5. **Student Enrollment**

Table - 1: Student Enrollment of 2080/81

Level	Program	Capacity per Sem./ Annuam	Enrolment by Semester/Year												Total
			1st		2nd		3rd		4th		6th		8th		
			M	F	M	F	M	F	M	F	M	F	M	F	
Bachelors	B. ED	180	25	44	30	84	18	85	24	54					364
	BBS	360	116	80	162	247	81	122	70	132					1010
	BA	180	24	38	47	66	37	66	16	37					331
	B.SC	50	8	11	5	22	3	15	6	32					102
	BBA	66	16	18			13	34	11	21	12	18	14	15	172
	BIM	33							3	6	9	13	13	13	57
	BCA	35	27	8			27	6	22	4	16	12	18	9	149
Masters	MA	40	24	14			15	8							61
	MBS	50	9	10			13	19							51
	M.Ed.	60	22	19			16	16							73
Total		994	271	242	244	419	223	371	152	286	37	43	45	37	2370

(Note: **M: Male, F: Female)* Source: EMIS unit

Analysis: Campus has target of increasing students' number at least 10% each year as per its strategic plan. But the number student's enrollment has not increased as per the plan. There were 2261 students enrolled in 2078/79 and 2304 students enrolled in 2079/80 but during 2080/ 81 there was an enrollment count of 2370 students as per campus exam section. It shows the enrollment trend in campus has increased by 2.5% each year which is not encouraging. However,

there is a remarkable shift in number of students from annual system program to semester system program. For example, the share of semester program students in campus is 23.75% in 2080/81 which was 15.39% in the year 2078/79.

The number of students in IT program is also increasing during the five-year period. The student's enrollment in science and technology (B.Sc.) program is not encouraging. But student's attraction in management courses like BBA, BBS is encouraging, but the sustainability indicators shows high dropout rate in these courses as depicted in table 3.

6. Student Enrollment by Disability types

Table - 2: Student Enrollment by disability types

Program	Disability (full disability)											
	Physically challenged		Hearing Disability		Vision Impaired		Intellectual Disability		Multiple Disability		Others Specify	
	M	F	M	F	M	F	M	F	M	F	M	F
Total												

(Note: **M: Male, F: Female)*

7. Program-wise Completion and Drop-out rates of students for the last five years

Table No-3: Program-wise Completion (graduation) and Drop-out rates of students

LEVEL	Year of Enrolment	Enrolment Number	Completion year	Appeared in Final Exam	Completion Number	Completion %	Drop out	Dropout %
BBS	2071	197	2075	117	25	12.7	80	40.60
	2072	282	2076	168	15	5.3	114	40.42
	2073	328	2077	182	29	8.8	146	44.51
	2074	292	2078	171	35	12.0	121	41.43
	2075	230	2079	161	12	5.2	69	30.00
B. ED	2071	60	2074	45	6	10.0	15	25.00
	2072	110	2076	68	4	3.6	42	38.18
	2073	79	2077	55	9	11.4	24	30.37
	2074	76	2078	44	14	18.4	32	42.10
	2075	83	2079	57	10	12.0	26	31.32
BA	2072	39	2075	34	14	35.9	5	12.82
	2073	42	2076	28	2	4.8	14	33.33
	2074	69	2077	56	18	26.1	13	18.84

LEVEL	Year of Enrolment	Enrolment Number	Completion year	Appeared in Final Exam	Completion Number	Completion %	Drop out	Dropout %
	2075	74	2078	64	14	18.9	10	13.51
	2076	74	2079	53	NA	NA	21	28.37
B.SC	2071	36	2075	31	17	47.2	5	13.88
	2072	52	2076	37	15	28.8	15	28.84
	2073	46	2077	41	13	28.3	5	10.86
	2074	59	2078	49	19	32.2	10	16.94
	2075	25	2079	23	6	24.0	2	8.00
BBA	2075	10	2079	10	6	60.0	0	0.00
BCA	2075	32	2079	27	16	50.0	5	15.62
	Total	**2295**		**1521**	**299**	**20%**	**774**	**34**
MBS	2072	32	2074	22			10	31.25
	2074	38	2076	35			3	7.89
	2075	53	2077	46			7	13.2
	2076	37	2078	29			8	21.62
	2077	27	2079	19			8	29.62
M.ED	2073	101	2075	76			25	24.75
	2074	39	2076	29			10	25.64
	2075	36	2077	28			8	22.22
	2076	25	2078	21			4	16
	2077	22	2079	15			7	31.81
MA	2073	48	2075	42			6	12.5
	2074	16	2076	9			7	43.75
	2075	31	2077	20			11	35.48
	2076	20	2078	14			6	30
	2077	21	2079	16			5	23.8
	Total	**546**		**421**			**125**	**23**
	Grand Total	**2841**		**1942**	**299**		**934**	**32.87**

Source: EMIS Unit

Analysis: Campus has set a target of keeping a dropout rate of 10% of enrollment but the drop out during the program cycle is higher than the target. It revealed that the dropout rate is highest in BBS, followed by B. Ed and MA program, i.e. higher than the target but in other programs, it is below the target. The program completion rate of enrolled students is also meagre. Program completion rate is better in BBA program as compared to other programs.

8. i. Performance and Learning Skill (Last Five Years) (end of the program/level)

Area of Improvement	Year 1		Year 2		Year 3		Year 4		Year 5	
	T	A	T	A	T	A	T	A	T	A
Enrolment (target is set in annual budget of campus)	NA	1998	3151	1468	3363	2261	2556	2296	2475	2370
Date of submission of annual reports to UGC	Dec. 2019	Dec. 2019	Dec. 2020	Dec. 2020	Dec. 2021	Dec. 2021	Dec. 2022	August 2022	Dec. 2023	August 2023
Date of Internal quality assurance assessment conducted by IQAC annually and corrective measures planned and implemented	July	Mid July	July	Mid July	July	Mid July	July	Mid July	July	Mid July
Result Quality Improvement - overall Pass percent (in %)	50%	33.2 %	50%	28.9 %	50%	34.8%	55%	49.1%	60%	30.2%
Increased Retention/ Reduced Dropouts (in %)	10%	11%	10%	11%	10%	13%	10%	15%	10%	13%
Reliability of Academic Calendar (well, moderate, poor)	Well	Moderate	Well	Moderate	Well	Moderate	Well	Moderate	Well	Moderate
Number of Publication of articles in peer reviewed journals by full time faculties (Q1-Q4)		NA		NA		NA		One (1)		One (1)

Area of Improvement	Year 1		Year 2		Year 3		Year 4		Year 5	
	T	A	T	A	T	A	T	A	T	A
Number of Publication of articles in peer reviewed (International and Nepjol Star 1 or above) journals by full time faculties		NA		NA		NA		One (1)		Two (2)
Number of Publication of articles in peer reviewed journals by full time		Four (4)		Four (4)		Three (3)		Five (5)		Five (5)

Analysis: The campus has a plan to submit an annual progress report within Poush at the end of each year. The annual report of the campus has been prepared and submitted within the stipulated schedule. After the semester program launch, there has been progress in the campus's overall pass percentage. In last two years, the students level pass percentage is getting improved as compared to the past years. Full time faculty member, Prof. Dr. Kapil Deb Subedi published his paper in peer reviewed *SEBON Journal (X), 2023*- a prestigious publication of Securities Board of Nepal. he also published in peer reviewed international journal *LUX MONTIS*, a research publication of Girideepam Business School, Kerala, India. Some of the full-time faculties in Campus have published the paper in Q1 journals. Associate Professor Basant Raj Lamichhane published his article in *British Journal for the History of Mathematics 38(10):1-21* which is the Q1 journal with H-Index 8. Similarly, he also published his paper in journal *Cultural Studies-Critical Methodologies 23(1) July 2023* with H-index 32. Campus has started the publication of its research journal through RMC annually and it has been continuously publishing the journals during last 14 years within the deadline. Besides the publication in Peer Reviewed and Q1-Q4 journal, faculties have published in-house publications and other journals published by professional society and academic institutions.

8. ii. Briefly state the summary of last five years in 5 key point each, to the following

Elements of Improvement		Impressive performance
Non-credit courses offered (aligned with climate change (employment/entrepreneurship oriented professional courses)	Year 1-5	The campus has introduced non-credit courses for BCA students to enhance their employability and entrepreneurship skills. These courses cover web design, website construction, cybersecurity, and software development, with additional topics such as graphic design, JavaScript, Oracle, RDBMS, and networking incorporated into the BCA curriculum. BCA students are benefiting from these offerings. Furthermore, the campus IQAC has decided to implement non-credit courses in entrepreneurship and business development, software accounting, basic computer skills, and leadership skills, specifically targeting undergraduate students in management streams.
Extension services such as specialized training/ camps provided to the local community by faculties and students/ graduates for same activity in same year)	Year 1-5	On Wetland Day each year, the Department of Science and B.Sc. students organize Environmental Awareness Camps within the local community. Additionally, the campus has launched outreach and extension services aimed at community engagement. For instance, an outreach program titled "Climate Change and Agriculture: Mitigation Strategies" was held in Khairahani 3, Chitwan, benefiting over 100 local farmers. The IQAC plans to continue organizing such programs annually to strengthen connections with the local community

Curriculum feedback system in place and functioning	Year 1- 5	Our faculty members from various campus departments have been appointed as Subject Committee Members for the Office of the Dean at TU. They actively participate in meetings organized by TU, offering valuable feedback on curriculum reform and course development. Additionally, Industry-Academia Dialogue programs and other joint initiatives with employers and the Chambers of Commerce and Industry of Chitwan are frequently held, providing essential insights for academia. The feedback from employers and business leaders is collected and utilized to refine the curriculum. Faculty members representing various subject committees at different faculties of TU submit these suggestions and feedback for consideration curriculum design.
Faculty Members evaluation by students	Year 1-5	At Saptagandaki Campus, the practice of faculty member evaluation by students is an integral part of the academic feedback system. This process involves students assessing their instructors' teaching effectiveness, engagement, and overall impact on their learning experience. The evaluations are then shared with the respective program in-charge and the assistant campus chiefs. These evaluations are conducted periodically and are designed to gather valuable insights into faculty performance from the perspective of those directly affected—the students. The feedback collected through these evaluations is meticulously reviewed to identify areas for improvement and to acknowledge teaching excellence. This practice not only fosters a culture of continuous improvement among faculty members but also ensures that the teaching standards at the campus remain high, ultimately enhancing the quality of education provided.
	Year 1-5	

Student support and graduate tracking system	Year 1- 5	The campus allocates 10% of its operating income to scholarships for marginalized, educationally disadvantaged, and outstanding students to support their Bachelor and Master's programs. As a result, over 700 students benefit from this scholarship program each year. Additionally, to track graduate outcomes, the campus collects data from alumni annually and has been publishing its Tracer Study Report since 2019. This report, which monitors graduates' employability status, is also submitted to the UGC.
Merit based student enrolment No of applicant in quota program	Year 1- 5	The campus began enrolling B.Sc. students through an entrance test. After receiving QAA certification, it gained affiliation for quota-based programs like BBA, BCA, and BIM, with admissions based on merit. In the BBA program, applications exceeded capacity by 50%, but only 33 students were admitted according to the merit list, which considered CMAT scores from FOM, TU, NEB marks, and a campus interview. Similarly, in first batch, the BIM program saw a 30% oversubscription, with 33 students admitted based on the merit list, which also evaluated CMAT scores, NEB marks, and the campus interview. For the BCA program, admissions were conducted on a merit basis following a successful entrance test administered by the Faculty of Education, TU.
Merit based faculties / staff recruitment	Year 1	The campus promoted four lecturers to the position of Associate Professor in accordance with the criteria set by the Campus Statute-2074. The Campus Service Commission conducted the recruitment independently, following the same guidelines as the TU Service Commission for faculty promotions. Out of 12 applicants for the Associate Professor positions, four were successful. Additionally, the campus made several other staff changes, including appointing some lecturers to permanent positions and promoting assistant lecturers to lecturer roles.

		The campus recruited six new Assistant Lecturers—Lilaraj Lohani (Economics), Roshani Shrestha (Management), Bhuwan Kumar Dahal (Management), Ravi Tiwari (IT), Jivan Pandit (IT), and Sagar Adhikari (Management)—for various departments. The recruitment process was merit-based, starting with a vacancy announcement in national newspapers and on the campus notice board. Successful candidates were selected based on class observations, interviews, and document reviews, adhering strictly to the recruitment process outlined in the Campus Statute-2075. Furthermore, the campus recruited five junior-level staff members for its administrative department and science laboratory: Miss Laxmi Timilsina, Savitri Sharma, Sachet Shrestha, Sita Adhikari, and Chhatri Bahadur Dangi, through open competition. Additionally, three faculty members—Ashok Kumar Shrestha (Science), Pabitra Subedi (Business Law), and Ram Vinaya Gupta (IT)—were recruited through free competition, as well as three other faculty members—Keshav Acharya (Science), Narayan Prasad Dahal (IT), and Shusma Tiwari (Science).
	Year 5	The campus has implemented internal promotions for faculty and staff. One faculty member was elevated from Associate Professor to Professor, while seven Lecturers were promoted to Associate Professor. Additionally, five Assistant Lecturers were advanced to Lecturer positions, and several faculty members were transitioned to permanent roles. The campus also made promotions among its staff members. During Last year following faculties were promoted; **1.** Associate professor to Professor • Dr. Kapil Deb Subedi- **2.** From Lecturer to Associate Professor • Mani Raj Mahato • Govinda Parajuli

		• Om Prakash Pokharel • Basanta Raj Lamichhane • Jagadsh Baral • Tika Ram Devkota **3.** Promoted to Lecturer • Dhruba Acharya • Anoj Joshi • Dipak Adhikari • Krishna Gyawali • Saroj Duwadi • Jiban Giri **4.** Promoted to Associate Administrator • Toya Nath Bhattarai • Jagan Nath Dhakal **5.** Promoted from Head Assistant to Officer • Sarita Chapagain • Pabitra Gyawali
Physical infrastructure developed/ progressig as per the pre-designed master plan and annual/strategic plan	Year 1- 5	In line with the campus strategic plan, the campus initiated a classroom modernization project. Multimedia projectors were installed in eight classrooms, and a smart e-board was set up in one classroom. The campus conference hall was renovated and upgraded with improved lighting, a sound system, and seating for up to 150 participants. To further modernize the learning environment, multimedia projectors were also installed in an additional six classrooms. Additionally, an e-attendance system was implemented to manage attendance for both teaching and non-teaching staff.

	Year 1- 5	The FM radio and TV lab, designed for practical training of journalism and mass communication students, were completed with financial assistance from the Bagmati Province government. The construction of the fourth floor of the campus building has also been finished, adding new classrooms, computer labs, and restrooms for semester-based programs. This project, aligned with the campus strategic and annual plans, received support from the UGC through resource mobilization grants, with a total capital expenditure of Rs 14.26 million. Additionally, Rs 4.5 million was invested in purchasing computers and furniture for the ICT lab, while the science lab was upgraded with an investment of Rs 1.5 million.
Any other good practices:	Year 1	1. Campus has provision of Statute (2076) supported by various by-laws, it has clear and comprehensive strategic plan giving future insights to the overall activities of the campus, it has initiated maintaining academic calendar. There are various the committees and subcommittees like RMC, IQAC, SAT working together to uplift the quality of campus. Campus has been successfully organizing campus assembly since past 4 years. 2. The campus features well-equipped classrooms and a resourceful library that is open for public access. It includes a spacious seminar hall, laboratories, and campus administration monitored by CC cameras. Essential services such as first aid, safe drinking water, and well-maintained restrooms are available. Each academic department is equipped with computers, printers, and a departmental library. Classrooms are well ventilated and are fully equipped with modern technology, including multimedia projectors. 3. The faculty development program has been extended, currently supporting five Ph.D. candidates, and three M.Phil. candidates. A significant number of students receive scholarships across various fields, made possible through generous support. Additionally, software-based

		services are implemented in accounts, admissions, library, and examination sections, along with an informative website, notice board services, and a help desk to facilitate public communication. There has been a noticeable increase in student enrollment and a steady rise in the number of graduates.

9. i. Number of faculty members at present by qualification

Table - 4: Number of Faculty Members at present by qualification

Full Time	FT		PT		FT:PT Ratio	Academic Qualification							Grand Total	
						PhD		M. Phil		Master		ther		
	M	F	M	F		M	F	M	F	M	F		M	F
Professor	1					1							1	
Associate Professor	7							1		1	0		7	
Lecturer	31	2	1		33:1	1	1	2		30	2		32	2
Assistant Lecturer	14	3	6		3:1			1		19	3		20	3
Instructor			4							3		1	4	
Sub – Total	**53**	**5**	**11**		**5:1**	**2**		**4**		**58**	**5**		**64**	**5**

**M: Male, F: Female* Source: Campus EMIS Records

Analysis: The campus employs a total of 69 faculty members, with a notably higher number of full-time faculty compared to part-time faculty. Among them, eleven junior faculty members, recruited recent previous years, are working part-time, while the rest hold full-time service contracts. However, the representation of female faculty is concerning, with only five women on staff, resulting in a male-to-female ratio of approximately 11:1, which is quite unbalanced. Additionally, only six faculty members hold advanced degrees (Ph.D. and M.Phil.), accounting for 9.2% of the total faculty. This data indicates that the campus has yet to implement effective policies for promoting professional development and further education for its faculty, and it should prioritize increasing female representation in its recruitment practices.

9. ii. Number of Recruitment within last 5 Years.

Table - 5: Number of Recruitment within last 5 years.

Full Time	FT		PT		FT:PT	Academic Qualification Grand								Grand Total	
	M	F	M	F	Ratio	PHD		M. Phil		Master		other			
						M	F	M	F	M	F	M	F	M	F
Professor	1					1								1	
Associate Professor	6							1		5				6	
Lecture	4		1		4:1			1		4				5	2
Assistant Lecturer			6							6				6	
Instructor			4							3		1		4	
Sub – Total	**11**		**11**		**1:1**	**1**		**2**	**0**	**18**		**1**		**22**	**2**

**M: Male, F: Female* Source: Campus EMIS Records

Analysis: The campus has recruited 22 faculties during last five years out of which 11 faculties were fulltime and remaining were part time faculties. The faculty composition table reveals a total of 22 members, evenly split between full-time and part-time roles, with a balanced gender ratio of 1:1. However, a closer examination shows a concerning underrepresentation of female faculty in higher academic ranks, with only one male professor and six associate professors, indicating a need for increased female participation in leadership positions. While there is a mix of qualifications, with one faculty member holding a Ph.D. and a few M.Phil. holders, the majority possess Master's degrees. This highlights a gap in advanced academic qualifications among faculty. To address these issues, the institution should implement targeted recruitment strategies to attract more female candidates and promote professional development programs that support faculty in pursuing higher degrees. By doing so, the campus can enhance its academic profile and foster a more equitable and diverse faculty environment.

10. Academic Staff by Disability types at the institution

Disability (full disability)											
Physically challenged		Hearing Disability		Vision Impaired		Intellectual Disability		Multiple Disability		Others Specify	
M	F	M	F	M	F	M	F			M	F

11. i. Details of the Administrative Staff

Table - 6: Number of Administrative Staff by gender

Particulars	Distribution of Staff by Gender		
	Male	Female	Total
Officer Level:	4	2	6
Professional Staff	4	2	0
Technical Staff	0	0	0
Assistant Level	1	2	3
Non-Officer Level:			
Professional Staff	1	3	4
Technical Staff	2	1	3
Support/Help staff	4	2	6
Total	12	10	22

Source: Campus Records

Analysis: Three male officers and one female officer are working in campus administrative department as heads of different unit i.e. administrative, account, finance and store. There are 4 technical staffs out of which 3 are female. The ratio of male and female employee in campus administration is 6:5.

11. ii. Administrative Staff recruited in the last 5 Years.

Table – 7: Administrative Staff recruited in the last 5 years.

Particulars	Distribution of Staff by Gender		
	Male	female	Total
Officer Level:			
Professional Staff	2	2	4
Technical Staff	0	0	0
Assistant Level	0	0	0
Non-Officer Level:			
Professional Staff	0	0	0
Technical Staff	2	1	3
Support/Help staff	0	0	0
Total	4	3	7

Source: Campus Records

Analysis: In last 5 years, 7 administrative staffs were recruited out of which 4 were male and 3 were female.

12. Non-teaching Staff by Disability types at the institution (Year 2080/81)

Table - 8: Non-teaching Staff by Disability types at the institution

Disability (full disability)											
Physically challenged		**Hearing Disability**		**Vision Impaired**		**Intellectual Disability**		**Multiple Disability**		**Others Specify**	
M	F	M	F	M	F	M	F			M	F
1											

**M: Male, F: Female* Source: Campus Records

Analysis Summary: One physically challenged staff is in employment at administrative department of campus.

13. Turnover Status of Teaching and Administrative Staff of Last Two Years.

$$\text{Teaching Staff TurnoverRatio of Year I:} \frac{\text{No of Teaching Staff who left in Year I}}{\text{Average number of teaching staff in Fear I}} * 100$$

TSTR= 6/62*100= 9.67%

$$\text{Teaching Staff TurnoverRatio of Year II:} \frac{\text{No of Teaching Staff who left in Year I}}{\text{Average number of teaching staff in Fear I}} * 100$$

$$\text{Administrative Staff Turnover Ratio of Year I:} \frac{\text{No. of Non-Teaching Staff who left in year I}}{\text{Average number of teaching staff in Fear I}} * 100$$

TSTR= 0/24*100= 0 %

$$\text{Administrative Staff Turnover Ratio of Year II:} \frac{\text{No. of Non-Teaching Staff who left in year II}}{\text{Average number of teaching staff in Fear II}} * 100$$

TSTR= 0/24*100= 0%

Note: Average number of staff in Year= (Staff at the Beginning Staff at the end)/2

14. Student Placement and Progression Records

Table-9: Student Placement status

Employment status	2022		
	Female	Male	Total
Unemployed	36	9	45
	67.9%	42%	60.8%
Service in an organization	16	12	28
	30%	57%	37.8%
Self employed	1	0	1
	2%	0	1.3%
Total	**53**	**21**	**74**

Source: Campus Records

Analysis: Table 9 revealed that unemployment rate of graduate's is 60.8% in year 2022. The rate of unemployment is higher among females, and only one respondent said that she is self-employed. Table 9 showed that employability rate of the graduates 37.8% which is not encouraging, and graduates are heavily dependent on service sectors for employment. It also showed that they have still to develop the capacity to generate self-employment.

15. Source of Financing in the last five years

Table - 10: Source of Financing in the last five years.

Source of Funding	Amount (Rs.)					Share of Annual Budget in %				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Academic year	075/76	076/77	077/78	078/79	079/80					
UGC/Government grants	7664275	4502000	17932704	2723252	8383974	8.3	5.8	23.1	2.4	5.4
Fees from regular programs	75446555	55583283	68984312	104353451	142111731.5	81.5	71.2	89.0	93.9	90.9
Revenue from non-financial assets (Lease and rent)	817260	1135548	823701	1145327	1337448	0.9	1.5	1.1	1.0	0.9
Others (interest income)	4525288	1990027	3557463	2644124.31	4280174.56	4.9	2.5	4.6	2.4	2.7
Others (Miscellaneous)	4118891	867584	189299	311284.47	196264	4.4	1.1	0.2	0.3	0.1
Total	**92572269**	**78076775**	**77509148**	**111177439**	**156,309,592**	**100**	**100**	**100**	**100**	**100**

Source: Campus Account Records

The most dominant source of income for the campus is the fees from regular programs, which constitute an overwhelming majority (around 90%) of the total budget by Year 5. This suggests that the campus relies heavily on student tuition to fund its operations. The share of government grants has decreased significantly, implying that the campus is increasingly self-reliant through student fees and other sources of income. The income from leasing non-financial assets, interest, and miscellaneous sources remains relatively minor but somewhat stable or growing, with miscellaneous income showing a dramatic decline by Year 5.

The campus is becoming more reliant on student fees, with government grants and other sources becoming less significant. Over time, there has been a reduction in funding from government grants (UGC) and miscellaneous sources, while income from regular programs and assets has remained the primary funding mechanism. There is a steady increase in income from leasing assets and some fluctuations in interest income. In conclusion, the campus's funding model has shifted to a more fee-dependent structure, which may imply either a growth in the student body or an increase in tuition fees. The reduced share of government grants and miscellaneous income suggests a need for further diversification or stabilization of income sources in the future.

16. i. Statement of income and expenditure of last five years

(Quality Enhancement, Research, Maintenance, Library, Scholarship)

Note: Provide Financial Audit Statements of the Auditor for the Last 5Years.

Table - 11: Income and expenditure of last five years.

Year	*Projected Budget*	*Actual Budget*	*Expenditure*		*Income*
			Financial	*Capital*	
075/076	123363102	123363102	79795592	3908872	92572269
076/077	161261693	161261693	88858290	22534114	78076775
077/078	128358693	128358693	77350361	732869	77509148
0778/079			95908693	6143417	111177438
079/080			108426204	3709664	156309592

Source: Campus Records

16. ii. Audit Statement

Audit observation(s) /Statements of the previous FY settled and Publicly disclosed(governance & Transparency)	Year 1	All audit observations are settled and publicly disclosed in each years of Annual Reports	Remarks
	Year 2		
	Year 3		
	Year 4		
	Year 5		

B. INFRASTRUCTURE AND OTHER RESOURCES

17. Furnish the details

Table - 12: Infrastructure, library and ICT resources

	Owned and occupied land (Mention plinth area in M^2 provide conversion table):	
	Present	**Changes (Added/removed in the last Five Years)** *Mention the removal, if any, in parenthesis i.e. within bracket ( ).*
Total land area owned by the institution	13096.47 M^2	
Total land area leased-in by the institution	NA	
Total land area leased-out by the institution	119.25 M^2	
Land area used for Academic purpose	2370.42 M^2	
Land area used for administrative purpose	1015.81 M^2	
Land area used for Cafeteria	677.26 M^2	
Land area used for parking	1015.81 M^2	
Land area used for ECA	1354.52 M^2	
Land area used for Garden/Greeneries	6324.02 M^2	
Land area used for residential area	338.63 M^2	

	Construction Details			
Number of buildings:	**Construction /Built-up area / Plinth area in M^2)**	**No. of Structure**	**Number of rooms**	**Changes (Added/removed in last Five Years)**
a. Administrative	709.69 M^2	2	11	There are no changes in last five years
b. Academic	4571.2M^2	2	8	
B1. Class rooms	1648.81 M^2	2	43	
B2Average class size (M^{2} / per person	38.34 M^2			
c. Library	295.62 M^2	1	7	
d. Lab	344.64 M^2	3	7	
o Science lab	137.7 M^2	1	3	
o Computer lab	206.94M^2	2	4	
e. Sports	919.74 M^2	1		
f. Seminar hall/s	84.54 M^2	1		
g. Auditorium/s	160.26 M^2	1		
h. Size of Workshops	84.54 M^2	1		
Residential Accommodation Arrangement				
i. Hostel (Boys/Girls)	NA			
j. Capacity of the hostel (Boys/Girls)	NA			

Owned/Rental Infrastructure:	NA			
Faculty housing/staff housing/guest house	20.0 M^2	1		
User entitlement of infrastructure use (MOUs)	NA			

	Library Resources (Last five years)				
	2080	2079	2078	2077	2076
Text books (item count/copies)	26214	25049	24600	23760	21094
Text books (Types / varieties)	7312	7097	7041	6926	6690
Reference books (item count/copies)	2404	2289	2233	2118	1842
Reference books (Types / varieties)	1419	1304	1248	1133	897
Newspapers / Magazines	0	0	0	5	6
Online journals subscribed by library	252	228	228	226	200
Number of e-library workstation		1	1	1	1
Number of Computers in library / e-library for students and public use	14/10	14/10	14/10	14/10	14/10
Seating capacity in the library (reading room/seats)	2/48	2/ 48	2/48	2/ 48	2/ 48
Seating capacity in the library (reading room/seats) in relation to total students enrolled (in %)					
Average number of books issued/returned per day (items)	61	65	53	47	109
Average no. of weekly users / visits (person)	427	455	371	329	763
Average no. of Documents weekly consulted (items)					
Average Log- ins in the e – library					
Ratio of Library books to number of students enrolled					
Access to Online/offline e-library (Yes/No)	Yes	Yes	Yes	Yes	Yes
E-library access to public use (Yes / No)	No	No	No	No	No
Automation status of library (Yes / No)	No	No	No	No	No
Name of Library software if it is in use	e-zone				

	Year 1	Year 2	Year 3	Year 4	Year 5
ICT Resources					
Total number of computers/ laptops for the use of students	42	58	66	67	77

Computers – student ratio in Computer Lab (e-lab)					
Total number of computers/ laptops for the use of faculties	5	6	6	6	6
Share (%) of faculties with access to computers/ laptops (institutional)	70%	80%	90%	90%	95%
Total number of computers/ laptops for the Office Use	11	12	12	12	13
Number of multimedia projectors	21	21	21	30	40
Number of television display	NA	1	1	5	5
Internet capacity	30 MBPS	2 MBPS leased line	2 MBPS leased line	100 MBPS Vianet	100+100+200 MBPS Dish media
Access to Internet to visitors (Available/not available)	Yes	Yes	Yes	Yes	Yes
Connection /availability of education roaming (Edu Roam) service (Available/not available)	NA	Yes	Yes	Yes	Yes
Number of smart boards	NA	1	1	1	1
Number of digital cameras	NA	1	1	1	1
Number of **Closed-circuit** (CC) Cameras	40	40	40	40	45
Number of printers	15	16	17	19	21
Number of photocopiers	1	1	1	1	1
Number of scanners	6	6	6	6	6
Capacity/Method/Frequency of Data Backup facility (Local/Cloud)	Local 2GB	Local 2GB	Cloud 50 GB	Cloud 50GB	Cloud 50GB
Capacity of Power-back-up facility	20KBA	20KBA	20KBA	50 KBA	
Other Facilities/utilities					
Total Number of restrooms	11	11	11	17	17
Ratio of female restrooms to students	4	4	4	7	7
Ratio of male restrooms to students					
Banking Facility (Available/not available)	Yes	Yes	Yes	Yes	Yes
Service Centre: post office/ Student hub / etc… (Available/not available)	Yes	Yes	Yes	Yes	Yes
Security guard (Yes/No)	Yes	Yes	Yes	Yes	Yes
Fenced /bounded compound (Yes/No)					
Work place safety (fire extinguisher)	Yes	Yes	Yes	Yes	Yes
Drill (in case of emergency) (Yes/No)					

Emergency escape/exit (Yes/No)	Yes	Yes	Yes	Yes	Yes
Open Space during emergency (Yes/No)/Area	Yes	Yes	Yes	Yes	Yes

Source: Campus Record as per Library, Store and IT Department

C. RESEARCH PROMOTION

18. Research and research output of the institution in Last Five years

Table - 13: Research and research output of the institution in Last Five years

Description	**Year I 2076**	**Year II 2077**	**Year III 2078**	**Year IV 2079**	**Year V 2080**
Amount Allocated for research	300000	957645	1345685	2114854	1309490
Share (%) of research budget against total operational budget	0.36 %	1.14 %	1.36%	1.94%	1.13%
Amount generated through consultancy services	NA	NA	NA	NA	NA
Actual expenditure in research promotion (Rs)	433768.0	855893.0	468643.0	534802.0	100491.0
Number of research training conducted by the institution	1	1	1	3	4
Number of teachers who have taken research related training	5	6	41	34	58
Number of research projects offered by the institution	NA	NA	NA	NA	4
Number of research project awarded to the institution by external agencies	NA	NA	NA	NA	NA
Number of research projects completed	NA	NA	NA	NA	NA
Institutional over-head cost (% of the project) Revenue generation from overhead cost	NA	NA	NA	NA	NA
Number of Teachers attended international seminars	2	1	1	3	3
Number of Teachers who were resource persons at national seminars/workshops	NA	NA	1	1	2
Number of Teachers who were resource persons at international seminars/workshops	1	NA	NA	NA	1
Number of thesis/dissertations completed in the institution (MBS, MA, MED)	NA	9	5	30	35

Number of students who have received Research Award (for MA, MPhil, PhD Research)	NA	NA	NA	NA	NA
Publication of research journal as per UGC/Professional Council Research Guidelines (Yes/No)	Yes	Yes	Yes	Yes	Yes
Number of national/regional/international conference the institution organized	NA	NA	NA	NA	NA
Number of any professional training conducted by the institution.	1	1	1	2	3
Number of key extension activities conducted by the institution	NA	NA	NA	1	1
National/international visitors			yes	yes	yes

Source: Campus Record as per RMC and Account Section

19. Give the number of ongoing/completed research projects and their total outlay in the last five years.

Year I				
SN	**Name of the Project**	**Researchers**	**Funding Agency**	**Funds (Rs.)**
Year II				
SN	**Name of the Project**	**Researchers**	**Funding Agency**	**Funds (Rs.)**
Year III				
SN	**Name of the Project**	**Researchers**	**Funding Agency**	**Funds (Rs.)**
Year IV				
SN	**Name of the Project**	**Researchers**	**Funding Agency**	**Funds (Rs.)**
Year V				
SN	**Name of the Project**	**Researchers**	**Funding Agency**	**Funds (Rs.)**

Note: campus has started to be funding the core research grants. It allocates Rs 50000 for each project of faculties. Four proposals have been accepted for grants by RMC.

20. National and international collaboration/networking of the Institution with formal MoU in the last five years.

National

1. MOU with Sani securities for collaboration and networking.

2. MOU with Aadikavi Bhanu Bhakta Campus, Tanahu for collaboration and networking

International

3. A MOU between Saptagandaki M. Campus and Girideepam Business School, Kottayam, Kerala. It has also accomplished the collaboration to organize a global conference on sustainability.

D. QUALITY GOVERNANCE

21. If the institution has prepared or Modified policy – provisions and directives in the following sectors and changes brought about in the last 5 years):

Elements	Year I	Year II	Year III	Year IV	Year V
a) Statute	The campus implemented significant changes to its Statute to enhance governance, transparency, teaching, learning, and research. Approved by the CMC in 2020, the revised Statute is currently in the implementation phase. It has frequently amended its bylaws and regulation for better delivery of quality service. In 2022, it formulated its five-year strategic plan and approved by campus assembly.				
b) IQAC	Provision of IQAC has been institutionalized in campus Statute 2076 and it has been reformed under the leadership of campus chief. IQAC directives (2022) has been formulated to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution.				
c) RMC	RMC developed the new editorial policy for its TSJ and approved it. It has formulated the RMC guidelines and it has been approved by CMC and functioning since 2022 onward.				
d) ICT	Campus has formulated and issued the virtual class operational guidelines. It has been implemented since 2020 AD during Covid period. It has formulated EMIS guidelines (2022) and it has now been functioning.				
e) Teaching – Learning	Campus has been practicing best practices in teaching learning using ICT in its fullest form. It has started to implement LMS for wider access to students.				
f) Human Resource Management	Campus passed the new HR recruitment policy for semester-based classes in 2019 AD and some of the faculties in semester-based program have been recruited as per this new policy.				
g) Performance Appraisal	Campus has a system of appraisal of employees on the basis of their performance. Head of Department makes appraisal of faculty members on the basis of their class performance,				

	results, and attendance. Campus chief makes overall appraisal of faculty members and staffs.
h) Recruitment and Promotion	In last 5 years, campus created the position of professor, associate professors in its Statute and implemented it by recruiting the faculties in these positions as per the new recruitment policy set
i) Financial management	For better financial management, campus installed the new software named e-school by e-zone and it has been implemented.
j) ECA	The campus organizes different curricular and extra-curricular activities regularly. Lecturer Bhupeen Khadka is the head of ECA/ CCA unit and organizes sports, poetry, debates, workshops etc. as a part of personality development of students.
k) CCA	
l) Student Support	Students scholarship has been increased to 10% from the current provision of 3% scholarship.
m) SEA/SH	
n) Placement	
o) Grievances Redress	Grievances of students are redressed through
	various mechanisms. Campus call graviences redressal meeting with student's club, students' unions and students representatives through its graviences handling unit and if there are any graviences, that would be solved through mutual understanding.
p) EMIS	New integrated software has been installed in account, examination, library and administration for efficient flow of information into departments and units. EMIS guidelines (2022) has been formulated and approved by CMC.
q) Admission Policy	Entrance based admission policy has been started for semester programs like; BCA, BBA, BIM, BSC, MBS, MED, MA program
r) Distance education policy	it has initiated a Policy of running virtual classes in Master level
s) Environmental Social Safeguard	Science Department of campus has set up the environmental and social safeguard measures.
t) Scholarship	Students scholarship has been increased to 10% from the current provision of 3% scholarship.
u) Alumni	

v) Infrastructure/ Learning resources: • Multimedia • Computer • Reference Books • E-journals • Landscaping/Beautification • Bench/Desk • Whiteboard • Smart-board • Guest Lectures/ Speakers	It was found that the campus has added a number of computers, multimedia projectors, smart boards, white boards etc. in the campus for conducive environment in teaching learning activities but there is a lack of proper operating guidelines and policies to operate and maintain these resources.
Key reforms in the last 5 years (in maximum 10 points)	In semester-based programs, admission of students is based on merit and they are quota based. University Academic calendar is followed strictly and it has been implemented as per the format of campus.; students class log book is maintained. Continuous assessment of students is assured. Internal and board exam results are evaluated regularly, and strategies for pass rate increment of students discussed in respective department meetings.
	Started automation in accounting, library and examination service of campus.
	It has started implementation of public procurement rule through e-bidding procedures in campus related construction and procurement.
	It has revised the campus statute to incorporate HR policy with clear career growth plan of staffs and faculties. During last year, 18 faculty members and 9 staffs, promoted and recruited as per the new policy.
	Started providing core research grants to campus faculties for research projects and publication of journal is regular.
	LMS manuals issued and implemented.
	Capacity of computer lab, mass communication lab, science lab expanded.
	Construction of fourth story of building and 4 smarts class rooms added for semester-based program.

22. i. Frequency of meetings held in the last five years

Body/Units/Cells	Key Decisions/Actions	Frequency of Meetings				
		Year I	Year II	Year III	Year IV	Year V
CMC/EC/BOD:	Formulation of campus bylaws and regulations, approval of budgets and audit reports, recruitment & promotion of teaching & non-teaching staffs, construction and procurement decisions, appointment decisions of Campus chiefs, asst. campus chiefs, program in charge, formation of campus assembly and campus Board, quality control and students result evaluations, fee structure decisions, salary increment decisions, formation of different committee and commission, approval of various reports and procurements, building construction decisions, new program expansion	11	7	13	10	7
IQAC:	Result evaluation, formation of various cell to check quality and establish benchmark, SSR preparation responsibility allocation. Strategic plan formulation, discussion on framework of assessment and examination system development,	-	-	-	4	4
RMC:	Publication of journals, conduction of research training, workshop, issuance of editorial policy, operational manuals of RMC	3	2	2	4	5
Placement Cell/Committee	Tracer study, placement counselling, meeting with employers, on the spot interviews for job to final year students etc.	1	-	2	2	2
Counselling Cell/Committee	The campus has provision of students counselling through a committee led by Assistant campus Chief. ACC is responsible for providing necessary support and advice at the time of admission, examination, graduation etc.					

Departmental Meeting and Correspondence Department 1: Math Department 2: English Department 3: science Department 4: Eco & RD Department 5: Nepali Department 6: HPE Department 7: Management	Work load divisions of faculties, results analysis and evaluation, running of remedial class, students training and workshops, decisions of student's field visits, project reports evaluation, guest class, training, refreshment program etc. project report writing orientation and viva voce examination Master's dissertation / proposal defense and evaluation	1 2 4 3 5 2 3	1 1 2 6 3 2 3	2 2 3 4 3 1 2	3 3 3 3 2 5	3 3 4 3 2 6
Library Management Committee	Maintenance of Roof of the library, purchase of new books, addition of reference materials, journals, magazines	1	3	-	2	2
	furniture purchase, issue of 5 books for each student of semester system students in Bachelor's level, Destroy of unused and outdated books	2	2	3	4	3
Grievances Redress Cell/Committee	Handling the student's grievances in fees increment, scholarship, student's welfare etc.	NA	NA	NA	1	2
Public Information Cell/Committee	Publication of annual reports, campus brochures, notices and newsletters of the campus.	1	1	1	1	1
ECA: ……..	Participation of students in football, volleyball completions organized by other organizations, poetry recitation program. Blood donation program etc.	1	2	1	1	1
Others (add other relevant committees)						

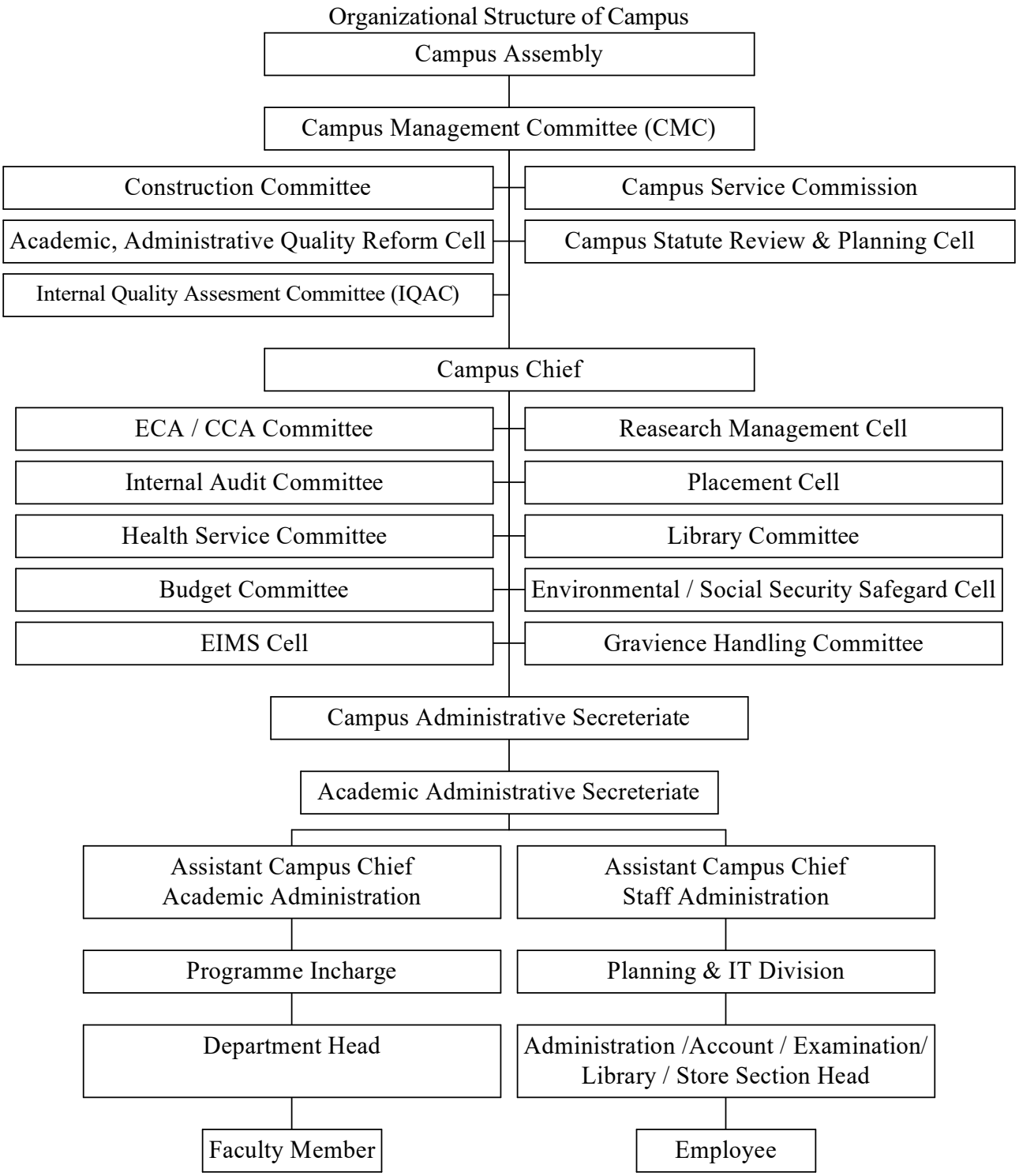
22. ii. Important feedback received from students and committees in the last 5 years.

Students and various committees have given feedback in various issues as follows;

1. College should improve teaching learning environment,
2. Campus should make all class room tech friendly and should have internet access
3. Drinking water facility should be managed in scientific way and it should be in each stairs of the academic building.
4. College should have proper installation of ceiling fans in class rooms without interruption of electricity
5. The college should maintain hygiene in canteen service and it should be affordable for all students.
6. The campus should maintain cleanliness of classroom and the toilets.
7. There should be regularity of teachers in class, and campus should impartiality distribute in scholarship.
8. It should provide prompt and efficient administrative services etc.
9. Campus should have sufficient budget on research and extension activities and students should have opportunity to participate in it.

Sources: Tracer study report

23. Present the Overall Institutional Organizational Structure



24. i. Vision, Mission, Goals and Objectives of the institution:

Vision: To become a world-class autonomous institution of higher education engaged in

Mission: To impart knowledge, skills and attitudes to the youths for socio-economic transformation

Goals:

1. Increase in efficiency and efficacy of academic performance
2. Promotion of equity in enrolment and student support services
3. Diversification and expansion of basic, S&T and market-driven programs
4. Expansion of linkage with the industry, university and the society
5. Enhancing the capacity and motivation of the human resource
6. Enhancing the campus's financial capacity and sustainability
7. Expansion and maintenance of the resilient physical infrastructure

Objectives:

- Ensure institutional development and sustainability.
- Increase satisfaction level of all the stakeholders.
- Increase access to all for education and produce competent graduates as per the necessity of job market.
- Increase the placement rate of graduates in job markets.
- Diversify the academic program as per the demand of changing educational preferences.
- Develop the institution as the center of excellence by improving its standard of education in terms of both pass percentage and graduate employment.
- Ensure financial sustainability of the organization.
- Improve gender parity in education.
- Improve competence of faculties

24. ii. Professional Development Plan for Faculty/Staff.

The campus has set some provisions in its Statute (Bylaws) to ensure for professional development of Faculties and staffs to provide study leave and support financially to join in further study program. Hence, if full time faculty joins M.Phil and Ph.D program they are allowed study leave for two years period. As campus has been selected in NEHEP, UGC, it supports the faculty who have completed Ph.D. with Rs 300000 (the grants provided by UGC under NEHEP). Campus has practice of allocating budget to professional development of Faculty members. They are incentivized if;

- They join in the short-term courses of their related field as part of their capacity development.
- Non-teaching staffs join the professional training program
- Faculties publish paper in peered review/ indexed journals
- Faculties participate national/international conferences.

As a result, currently 4 full time faculties of the campus are pursuing their PH. D study from TU, KU and AFU. Two full time faculties from mathematics Department are doing their PhD from TU and KU, one full time faculty of Nepali Department from TU, one full time faculty of management department from AFU and one of the science faculty is pursuing his PhD program from Nagoya University Japan.

25. Publications of the institution.

Publication	**Frequency of Publication**
Annual Report	1
Academic Journal	1
EMIS Report	NA
Tracer Study Report	1
Academic Audit Report	1
Green Audit (Social- environmental)	NA
Campus Bishesangk Pustika	1
Prospectus	1
Brochure	1
Bulletin/Newsletter/s	1
Other (specify) ……..	

26. SOCL Analysis

Strength of the institution

1. SMC is recognized nationally for its strong brand as a top community campus accredited by UGC, Nepal.
2. SMC has a well-defined mission, vision, and strategic goals that guide its operations.
3. The institution regularly revises its clear operational policies to ensure effectiveness.
4. Governance at SMC emphasizes inclusivity and collaborative decision-making.
5. Community engagement in decision-making processes enhances sustainability within the institution.
6. The campus is staffed by qualified and experienced faculty and non-teaching personnel.
7. Responsibilities and job descriptions are clearly outlined for all staff members.
8. There is a supportive and collaborative atmosphere among faculty, staff, students, the Board of Directors, and other stakeholders.
9. An affordable fee structure allows access for economically disadvantaged and marginalized groups.
10. SMC offers a wide range of diverse programs in humanities, management, science, and education, attracting a significant number of students.
11. The campus is ideally located for easy access and features modern infrastructure that supports an effective academic environment.
12. SMC has achieved impressive gender parity among its student body and welcomes students from marginalized and disadvantaged communities.
13. Staff compensation and benefits are competitive and in line with TU standards.
14. The institution is backed by a dedicated team of experienced teaching and non-teaching staff who are committed to its success.

Opportunities of the institution

1. Growing urbanization and population growth in catchment area
2. Developing its own competency based autonomous programs
3. Deeper partnership with employers
4. Use of ICT in learning stimulations
5. Broad regimes of financial and technical assistance by UGC
6. Working collaborates with local & provincial government for community education development

Challenges of the institution short term challenges

1. **Declining Enrollment in the Education Faculty**: A pressing challenge is the decreasing enrollment in the Education Faculty, leading to a significant revenue deficit. With many faculty and staff positions tied to this program, the institution faces the difficult task of reallocating these roles to other Bachelor's and

Master's programs in order to retain employees.

2. **Insufficient Programs in Priority Areas**: The limited range of programs in key priority areas hampers the institution's ability to meet student needs and ensure sustainability. Currently, the only priority program offered is the BSc in Environmental Science, despite adequate physical infrastructure.

3. **Weak Academic Performance**: Recent years have seen discouraging performance indicators among students, reflecting a need for improvement in academic outcomes.

4. **High Dropout Rates**: The institution is experiencing pressures from declining enrollment and high dropout rates in both Bachelor's and Master's programs. This trend is exacerbated by intense competition from other higher education institutions and the allure of foreign education and job opportunities.

5. **Weak Research Culture**: The institution struggles with a limited research culture, resulting in fewer publications and insufficient knowledge creation, which in turn contributes to low graduation rates and a reduced pass percentage among students

Long Term Challenges

1. Inadequate control over student activities and partisan politics.
2. Increased competition in the higher education market among private and public colleges.
3. Growing popularity of online courses and unrestricted access to open universities.
4. Flawed government and university regulations affecting community campuses.
5. Limited interest among professors and researchers in accepting positions at the institution
6. A strong inclination among students to pursue studies abroad.

Learning of the institution

1. The primary source of funding for the campus is student fee collection, meaning that fluctuations in enrollment directly impact its income. The campus should seek out new financial opportunities.

2. To improve its academic performance, the campus needs to focus on enhancing student enrollment ratios, retaining enrolled students, increasing graduation rates, and boosting placement rates.

3. There is a need to revitalize research and publication efforts by encouraging faculty participation in further studies and professional development.

4. Motivation among teaching and non-teaching staff is currently insufficient. Regular refresher and skill development programs for faculty should be organized.

5. The campus has not adequately addressed employee satisfaction, particularly concerning timely promotions and job security. The new plan should prioritize these issues.

6. To maintain market viability, the campus must introduce new technical education programs, such as medical and engineering fields.

7. Challenges related to modern teaching methodologies in large classes (with 70 to 80 students per classroom) need to be addressed promptly to improve outcomes.

8. It is essential to minimize conflicts among various stakeholders to maintain a positive academic environment, facilitated through improved dialogue and participation.

9. Key issues such as pass percentages, dropout rates, retention, and placement require the development of targeted strategies for improvement.

10. The campus has demonstrated weak performance in research and publications. It should support the Research Management Committee with an incentive package and encourage faculty involvement in research projects.

11. Conflicts among stakeholders must be managed through an enhanced governance structure.

12. A faculty retention plan should be created to reduce turnover rates.

13. The campus should implement a blended mode of education, particularly focusing on the digitalization of the Learning Management System (LMS) to enhance academic efficiency and effectiveness.

14. Additionally, a faculty development plan and strategic initiatives need to be developed.

27. Current Strategic Plan (Goal wise Action Plan/ Implementation Plan/ Future Plan)

Goal 1: Increase Efficiency and Effectiveness of Academic Performance

Activity	Description	Time Frame	Responsibility	Outcome/ Indicator
Activity 1.1: Implement New Assessment Methods	Introduce project-based and continuous assessment methods	2024	Academic Committee	Enhanced student engagement; improved performance metrics
Activity 1.2: Integrate Technology in Teaching	Enhance classrooms with modern furnitures, AC & teaching technologies.	2025	Campus Admin/ CMC	Improved teaching quality; positive feedback from students and faculty
Activity 1.3**:** Develop Academic Performance Dashboards	Create dashboards for monitoring academic performance.	2026	ACC & Program Incharge	Real-time academic data; informed decision-making
Activity 1.4: Conduct Comprehensive Academic Reviews	Evaluate academic programs and make necessary adjustments	2027	External Review Committee/ CMC	Detailed review reports; phase out of ineffective programs

Goal 2: Expansion and Equity in Enrolment and Promotion of Student Support Services

Activity	Description	Time Frame	Responsibility	Outcome/ Indicator
Activity 2.1: Launch Outreach Programs for Remote Areas	Develop initiatives to recruit students from underrepresented areas	2024	Admissions Office	Increased enrollment from remote areas

Activity 2.2: Expand Online Learning Platforms	Enhance and diversify online course offerings for master / bachelor students	2025	IT department & campus Admin	Growth in online course enrollments; improved accessibility
Activity 2.3: Develop Comprehensive Student Support Services	Strengthen academic advising, counseling, and career services	2026	Placement Cell	Higher student satisfaction; improved academic and career outcomes.
Activity 2.4: Introduce New Scholarship Programs	Expand scholarships to cover more student needs and promote equity.	2027	campus Admin	Increased scholarship coverage; more equitable student enrollment.

Goal 3: Diversification and Expansion of S&T, and Market-Driven Programmes

Activity	**Description**	**Time Frame**	**Responsibility**	**Outcome/ Indicator**
Activity 3.1: Strengthen Industry Links for Program Relevance	Foster industry partnerships to ensure programs meet market needs	2024	Campus Administration	Established industry partnerships; updated programs reflecting industry needs.
Activity 3.2: Launch new Programs in Emerging Fields like MBA, BSCIT	Introduce new programs (graduate & undergraduate) in management and science stream	2025	IT department & campus Admin	student's enrollment in new programs
Activity 3.3: Develop Interdisciplinary Programs	Create programs integrating multiple disciplines	2026	Academic Department	Launch of interdisciplinary programs; enhanced program diversity

Activity 3.4: Evaluate and Refine Program Offerings	Review the performance of existing programs and make improvements	2027	campus Admin	Refined programs; improved academic and employment outcomes

Goal 4: Enhancing Linkages with Industry, University, and Society

Activity	**Description**	**Time Frame**	**Responsibility**	**Outcome/ Indicator**
Activity 4.1: Establish Industry Advisory Boards	Form advisory boards with industry experts to guide curriculum and research.	2024	Campus Administration	Active advisory boards; improved program relevance and research.
Activity 4.2: Host Conferences and Workshops	Organize conferences and workshops to facilitate knowledge exchange	2025	campus Admin	Successful events; increased collaboration and knowledge sharing.
Activity 4.3: Develop University/ Campus Collaboration Agreements	Formalize agreements with universities / campuses for joint research and student exchanges.	2026	RMC	Signed agreements; successful collaborative projects.
Activity 4.4: Develop Business Partnerships for Internships	Create partnerships with businesses to provide internships and job placements.	2026	campus Admin	Established business partnerships; increased internship placements.
Activity 4.5: Implement Community Engagement Programs	Launch initiatives to address community needs and promote campus involvement.	2027	Academic Department	Successful community projects; positive community feedback.

Goal 5: Enhancing the Capacity and Motivation of Human Resources

Activity	Description	Time Frame	Responsibility	Outcome/ Indicator
Activity 5.1: Implement faculty/ Staff Training Programs	Organize regular training sessions to improve faculty/ staff skills and motivation.	2024	IQAC	Enhanced staff skills; improved staff satisfaction and performance.
Activity 5.2: Foster a Culture of Continuous Learning	Encourage faculty members to further study (M.Phil./ PhD) program	2025	CMC	High participation in professional development; positive organizational culture.
Activity 5.3: Develop a Leadership Development Program	Introduce a program to cultivate leadership skills among faculty/ staff	2026	IQAC	Increased leadership capabilities; improved leadership effectiveness.
Activity 5.3: Conduct faculty/ Staff Performance Reviews	Implement performance reviews to assess and improve staff performance and career promotion	2027	External review committee/ IQAC	Completed performance reviews; staffs promoted to higher position

Goal 6: Enhance Financial Capacity and Sustainability

Activity	Description	Time Frame	Responsibility	Outcome/ Indicator
Activity 6.1: Implement Financial Management Systems	Introduce advanced financial management software for better budgeting and reporting.	2024	Campus Admin/ Account Section	Enhanced financial management; accurate reporting.

Activity 6.2: Develop a Strategic Financial Plan	Create a detailed financial plan to guide resource allocation and sustainability.	2025	CMC/ campus admin	Approved financial plan; improved financial stability.
Activity 6.3: Explore New Revenue Streams	Identify and establish new revenue sources, such as sponsorships and partnerships.	2026	CMC/ campus admin	Increased revenue; diversified funding sources.
Activity 6.4: Enhance Financial Reporting Practices	Improve financial reporting to better communicate with stakeholders.	2027	Account department	Clear and transparent financial reports; improved stakeholder trust

Goal 7 : Expansion and Maintenance of Resilient Physical Infrastructure

Activity	**Description**	**Time Frame**	**Responsibility**	**Outcome/ Indicator**
Activity 7.1: Develop a Campus Maintenance Plan	Create a comprehensive maintenance plan for ongoing infrastructure upkeep.	2024	campus admin/ construction committee	Effective maintenance procedures; prolonged infrastructure lifespan.
Activity 7.2: Upgrade Existing Facilities	Enhance and modernize existing campus facilities to meet current standards.	2025	Campus Admin/ construction committee	Improved facility conditions; enhanced user experience
Activity 7.3: Evaluate Infrastructure Utilization	Assess the use and effectiveness of campus facilities and adjust.	2026	CMC/ construction committee	Optimized facility usage; improved space management.
Activity 7.4: Plan Future Expansion	Develop plans for future campus expansion to accommodate growth	2027	CMC/ construction committee	Detailed expansion plans; readiness for future growth

Goal 8. Assure Institutional Autonomy, Governance, and Transparency

Activity	Description	Time Frame	Responsibility	Outcome/ Indicator
Activity 8.1: Publish Comprehensive Annual Reports	Release comprehensive annual reports detailing institutional academic activities, infrastructure and finances.	2024	IQAC/SAT	Published reports; increased transparency
Activity 8.2: Update Governance Framework	Revise governance structures (campus assembly) reformulate CMC and develop policies to enhance autonomy and transparency.	2025	CMC/ campus Assembly	Updated governance policies; improved institutional autonomy.
Activity 8.3: Institutional Re-accreditation	Re- accreditation the campus from UGC for second cycle	2025	IQAC	campus re-accredited
Activity 8.4: Develop a Transparency Portal	Create an online portal for sharing information about institutional decisions and operations.	2026	campus Admin/ IT department	Operational transparency portal; improved access to institutional information.
Activity 8.5: Review Governance Effectiveness	Assess the effectiveness of governance structures and processes, and implement improvements.	2027	CMC/ CA	Improved governance effectiveness; positive feedback from stakeholders.

Goal 9: Promote Research and Development, Publication, and Innovation

Activity	Description	Time Frame	Responsibility	Outcome/ Indicator
Activity 9.1: Initiate Core Research Grant Programs	Set up funding programs to support faculty research initiatives.	2024	RMC	Increased research funding; successful grant applications.
Activity 9.2: Host national research Conferences	Organize national conferences to showcase research and facilitate knowledge exchange.	2025	RMC	Successful conferences
Activity 9.3: Upgrade Campus Journal	Upgrade Saptagandaki journal to indexed journal.	2026	RMC	journal indexed
Activity 9.4 Increasing Publication Output	Facilitate faculty and student participation in national and international conferences to present their research and increase rate of publication	2027	RMC	faculty publication increased
Activity 9.5 Networking and Collaboration	Foster interdisciplinary research and collaborations between different departments and institutions.	2027	RMC	Number of collaborative researches increased

28. Summary of Post-accreditation Performance

Building on its mastery of educational management practices and technologies over 27 years, Saptagandaki embarked on a new path with its Quality Assurance and Accreditation (QAA) initiative. Supported by the Higher Education Reform Program (HERP) of the UGC, the campus leveraged its management expertise and technological knowledge to achieve institutional accreditation in 2017. This milestone significantly boosted the campus's confidence and vision. Accreditation has enabled the introduction of new semester-based programs, such as BBA, BCA, and BIM, which have expanded the campus's educational offerings and strengthened its financial stability. Additionally, Saptagandaki has launched BICTE and B.Ed. (Science) programs.

Today, as it continues to face numerous challenges, campus has proactively adopted several best practices in higher education management. The campus has implemented strategic measures, such as developing a five-year strategic plan, breaking it down into actionable plans and annual programs, instituting a budget-based financial control system, and adhering to a preapproved procurement plan. Additionally, the campus has embraced public procurement systems to ensure transparency and integrated ICT into both teaching and learning activities.

To further support its academic environment, Saptagandaki has made substantial investments in infrastructure. These improvements include the construction of a radio station for mass communication students and the completion of the fourth floor of the second academic building. The new facilities house a computer lab with high-speed internet and feature modernized campus infrastructure. Saptagandaki adheres to best practices in educational delivery and management, including maintaining rigorous academic calendars, conducting effective internal assessments, implementing entrance-based admissions, offering remedial classes, regularly publishing research, and upholding transparent financial practices. These combined efforts reflect the campus's ongoing commitment to excellence in teaching and learning.

29. Progress on QE Actions

SN	Criteria	Recommendation	Implementation Status	Remarks
1	Governance	Provision of Campus assembly in campus Statute, formulation of financial, campus, academic administrative, service commission, HR management regulations.	The campus has completed the third campus assembly and various directives & regulations passed from the assembly.	
2	Transparency	Budget, audit report, annual reports publications	Budgets, audit reports and annual reports submitted in campus assembly, discussed and passed. They are submitted to UGC and other stakeholders.	
3	Academic Quality enhancement	Entrance based admission, academic calendar, log book	In semester-based programs, admission of students is based on merit and quota. Academic calendar implemented, class log maintained. CAS and results are reviewed regularly and strategies of enhancement of academic excellence promoted.	
4	Service quality	Administrative, library & financial service automation	Started automation in accounting, library and examination service of campus.	
5	Research & publication	Full time faculties engagement in research	Full time faculties participated in various national and international conferences and started	

			publication of their research paper in various ranked & non-ranked journals.	
6	Infrastructure	Campus Procurement and construction	Capacity of Computer lab and science laboratory increased, marveled the campus passage way, 4 new smart class rooms constructed.	
7	Academic autonomy	Curriculum and syllabi design	Full time faculties engaged in designing curriculum of MBA-Agri business course for its autonomous program. Professor from AFU also engaged in this work	
8	CSR	Social engagement	Full time faculties engaged in various social activities. Camp us engaged various activities like blood donation, social awareness in wetland, animal conservations etc.	

30. Key Good Practices of the HEI (Maximum 5 points, with brief analysis)

- **Merit and Quota Based Admission System**:

  A merit-based and quota-based admission system has been adopted in semester programs to ensure that students are selected based on their past academic performance while addressing diversity and inclusion goals. This approach has helped maintain high academic standards and ensured equitable access to education. This merit-based admission process are being extended to other programs as well.

- **Implementation of an Academic Calendar and Class Logbooks**:

  An academic calendar has been implemented to provide a structured timeline for the semester

program, ensuring that all stakeholders are aware of key dates and deadlines. Class logbooks have been maintained to enhance accountability and transparency in teaching, allowing for better monitoring of academic progress and attendance in semester program.

- **Regular Review of Results and Strategies taken to Improve Pass Rates**:
  Academic results have been regularly reviewed in meeting of Departments and IQAC, and strategies to improve pass rates have been discussed in departmental meetings. This practice has actively engaged the campus in continuous quality improvement, helping to identify areas of concern and implement targeted interventions for student success.

- **Adherence to Public Procurement Act (e-Bidding) for Campus Projects**:
  The Public Procurement Act has been adhered to through e-bidding, ensuring transparency and efficiency in campus-related construction and procurement. This practice has minimized corruption, promoted fair competition, and enhanced the quality of services and materials procured.

- **Revised Campus Statute with Clear HR Policies and Promotion Procedures**:
  The campus statute has been revised to include clear HR policies with defined career growth plans, demonstrating a commitment to staff development and organizational clarity. This has led to better staff morale, improved retention rates, and a more motivated faculty, contributing to the overall effectiveness of the institution.

31. Final Remarks

In summary, Saptagandaki Campus has made significant strides in enrollment, physical development, institutional setup, and structural management. The campus has successfully completed several infrastructure and academic development projects, supported financially by HERP grants from UGC Nepal and the Bagmati Province Government. It has also updated and amended key policy documents, including the Campus Operating Bylaws (2076) and supplementary regulations such as the Campus Administrative Service Regulations (2076), Campus Service Commission Regulations (2076), and Campus Financial Regulations (2076). These revised policies are expected to enhance the campus's operations, making service delivery more robust and transparent for students and stakeholders.

A notable achievement this year was the successful completion of the campus's third Campus Assembly. This assembly marked a significant milestone in community engagement and participation,

contributing to the development of the campus's policy framework. The assembly's unanimous approval of audit report, budget, annual academic and institutional policies made it more responsible for guiding the campus's future growth and development.

The annual progress report highlighted ongoing progress in student enrollment, infrastructure development, quality enhancement, transparency, and governance. The recent affiliation with the Faculty of Education, Tribhuvan University, to offer Bachelor of Information Communication Technology Education (BICTE) and B.Ed. (Science) programs addresses the increasing demand for science and information technology education at the school level. However, the report also identified gaps in the campus's quality framework and recommends action plans and policies, as outlined in the campus's strategic plan, to address these issues and guide future improvements.

Part II

External Evaluation

Observations

2.1 Governance and Leadership

2.1.1 Police and planning

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Strategic Plan	SMC launched its strategic plan on August 2022 and its different activities via the plan link formulation campus assembly by laws etc., were continuously implemented by the campus.	It is suggested that critically evaluate the past strategic plan and develop with revisit the necessary guidelines such as QE, IQAC, RMC, Counseling and placement cell and ensure the proper implementation of all guidelines for effective operation of institutional mechanism.
Policy and Procedures	The vision, mission, goals, and objectives are defined in the five-year Strategic Plan (2022-2027), in line with the VMGO of SMC. However, the VMGO mentioned in the annual report of the SMC seems to vary from the VMGO mentioned in the Strategic Plan.	Develop a new strategic plan by critically evaluating the previous one, ensuring alignment with the organization's VMGO. Obtain approval from the apex body and implement it effectively as the SMC's guiding document.

2.1.2 Stakeholders' Engagement in Institution Management System.

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Students	Trend analysis of the students of SMC from 2075/ 2076 to 2078/ 2079 on the basis of enrollment, gender, yearly and semester, levels (Bachelor and Master) were observed. There are two-third (around 66 %) are girls, more than four-fifth (80 %) are in Bachelor level, more than 80 % from yearly system and also more focus on general subject as BBS are studying in SMC. More than two Thousands are reading in SMC Most of these subjects creates unemployment problems.	It is recommended that to induce new program or subject first observe on the existing situation and the second, market demand/ job oriented or more skillful subject should be placed.

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Faculties	Faculties and their recruitment of SMC shows that there are one professor, seven associate professor, thirty-one lecturer, fourteen assistant professor, and four instructor all together sixty nine were observed with 5:1 ratio of full timer and part timer, in other side, One PhD, Four MPhil and others Master level passed in different subjects. 22 faculties were recruited in last five year.	It is suggested that improvement in policy is required to quality enhancement, make more functional. to RMC, IQAC etc., give priority to the faculties to be M.Phil, PhD. Furthermore, in major programs MA, MBS, M.ED, at least one professor should be in each program for better quality achievement with sustainability of SMC
Staff	Out of 22 staff 7 were recruited in last five years The ratio of students, faculties and staff is 91:3:1.	It is suggested that recruitment of staff should be regular, need to regularly refresh them, etc.
Alumni	Alumni of the SMC has been seen a significant role to create academic environment to boost up quality teaching.	Formally re-establish and activate the alumni association of the SMC along with its proper plan of operation is required.

2.1.3 Information System (EMIS)

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
EMIS software establish	New integrated EMIS software has been established that supply the network internet connectivity among different related sections as finance, academic administrations, departments, library, examination etc.	The output of their linkage for implementation of the EMIS to RMC, IQAC, for actual and updated information should be link with to QAA of the institution/ SMC.

2.1.4 Feedback and Grievance Redress System

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement

2.1.5 Leadership System

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Academic Leadership		
General Administration	Both committees (IQAC and RMC) play a significance role in	Review on policy of research for faculties such a way where at least those faculties

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Academic Leadership		
	research activities, seminar, workshop, conference, published articles at national and international level where very few faculties are involved in such research activities in SMC.	who involve in master level teaching should compulsory involved in research activities as proposal writing for the projects (national and international level), research articles, seminar paper, active participation in conference etc,.
Financial Status	The allocation of budget for existing situation is limited. To induce the new program for sustainability of the SMC needs new infrastructure and expenditure for others, is required	Develop new resources collection/ generate policy for such market demand and job-oriented subjects or program for long term sustainability of the institution.
Leadership Succession	Up to now the institution has been running with success with number of challenges.	Most of these subjects which are teaching here in SMC, are not sufficient to generate or able to adjust in the markets. In challenging situation, we have to face new market demand subjects where dynamic leadership is required.

2.1.6 Local, National and International Linkages

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement

2.1.7 Quality Enhancement

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Implementation of Action Plan	Some example of action plans related to research activities are 'workshop on climate change impacts, adaptation, and mitigation, workshop on data management and analysis using SPSS' ; 'workshop on learning management and research writing' 'strategic plan formulation workshop' etc.,	All of these programs were in a very short period range and how far the participating faculties and students were fruitful is questionable, so develop the continuation and durability is required for sustainability. Develop the link of published articles from the faculties of SMC with teaching and learning.

IQAC Meeting and output	The committee of IQAC has launched its meeting regularly as mentioned in action plan. The output of IQAC shows that only few faculties have been participated in international conference in 2022 and 2023.	Develop the policy and its' implementation such a way the participation rate in national and international conference should be improved that creates quality enhancement by involving in teaching learning process in particular.

2.2 Curricular Management (Development, Delivery, and Evaluation)

2.2.1 Development

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Consistency of academic program	Currently four different disciplines i.e., humanities, education, management and science subjects are teaching in bachelor level while the first three different disciplines are in master level, yearly and semester program in each discipline are running simultaneously accordingly, vary in fee structure too. Similarly, in some classes the size of student is too large while in others is too small. Most of classes are running in morning shift.	Manage the class size and shift. Give appointment of the program in charge on the basis of his own subject. Follow the policy of TU for the adjustment of semester system.
Additional focused programs/ Non-credit courses	Campus has been introduced non-credit courses that is benefited to the BCA students. Furthermore, the campus IQAC further decided to introduce another new non-credit course that will be beneficiated to graduate students in management streams.	Choose the non-credit courses that generates more capability in existing skill of mass students of SMC.

2.2.2 Delivery: Departmental Activities

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
	Most of the departmental are limited on the division of classes to the faculties and students result analysis	Departmental meeting should be regular as mentioned in yearly plan of teaching including class division and result analysis more highly focused on activities of teaching learning process..

2.2.3 Teaching, Learning and Evaluation

Area of Review/ activities		Observation	Recommendations /Suggestion for improvement
1.	Transparency in admission process.	1. The admission process is conducted by the dean's office, ensuring transparency. 2. Admission to the department is based on the results of the entrance test during the entrance test interview and Focus Group Discussion (FDG) is also conducted.	Feedback from the stakeholders and students should be collected and analyzed for effective implementation of teaching and learning initiatives.
2.	Provision for use of ICT in the enhancement of teaching process.	Facilities such as multimedia, internet connectivity, audio visual etc., are available.	
3.	Reliable and valid evaluation process of the students.	The overall performance of the students are evaluated periodically through activities such as class interaction, home assignments, and internal exams.	

2.2.4 Performance Outcomes Related

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
	In some subjects the dropout rate of students seems high, in general it is also a national problem. In strategic plan it has mentioned that the rate will be below 10 but it is not found in SMC in general.	Need to develop a policy to reduce dropout rate after critically analysis in those specific classes (subjects/ Programs)
	It is observed that there is fluctuation in pass rate in both cross-sectional as well as panel data but still maintained the national level pass rate.	Need to improve in the activities to increase pass rate for sustainability of the institution.
	Some students who are academically weak and interested to extra study can receive the support.	Need to continuation by developing policy for academic weak students. By providing extra classes, giving notes documents etc.

2.2.5 Learning Outcomes Related

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement

2.3 Reserch Knowledge generation and extention

2.3.1 Research Resources

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
	The allocation of budget in different items of action plan seems sufficient.	Timely implementation is required for allocated budget.
RMC activities	RMC (2022) in SMC developed new policy and has published journal as TSJ (Saptagandaki Journal), organized some workshops, work on to prepare Annual report in each year etc. actually research activities are limited in few faculties. Only a few collaborations with other institution in research work.	Need to improve in the activities of RMC as mentioned in the plan (need to implement), continuation of work in research, engage to all faculties in research, are required. Lunch the projects work, need to expansion on collaboration with other institutions at national as well as international level for research activities.
Research output	Few articles at national and international level, , Journal publication (TSJ) , few research work have been done etc.,	Need to continuation and develop.

2.4. Infrastructure Resources

2.4.1 Infrastructure and Environment

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Teaching infrastructure	Sufficient number of rooms, teaching materils (Computers, multimedia projectors, smart boards, white boards, etc,) are available in SMC for existing/ running classes and programs.	Need to proper operating, guidelines and policies, need to expansion in programs in changing global environment standard. In such situation the available infrastructure is not sufficient alternative resources is required.

2.4.2 library and E-library

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Library	Library is working scientifically keeping the records with systematically managing of text books, references books, journals, newspaper, ect., software used but with crowed and small space.	Manage the updated text and reference books, space (lack of open accessibility) and staff to provide facilities of reading and others. Purchase timely the text books, references books etc., from the allocated budget.
E-library	Limited the software to link account, administration etc., but not properly work of other necessity functions.	Need to functionable within strategic plan.

2.5 Student Support /Services /Well-being

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
Placement and counseling services	SMC has kept placement record of the students SMC gives services to the students simply counseling about the jobs, give information to the job seekers etc., has been working individually	Need to develop with policy. And regularity.
Free ship / scholarship	The campus has allocated 10 % of its operating income to scholarship and free ship for students since 2019 and also kept its record.	Evaluate on its uses and need to review on policy.
Medical facilities	Seek room and primary treatment (medical instruments) and its facilities are available here.	Develop health insurance policy.

2.6 Human Resources

Area of Review/ activities	Observation	Recommendations /Suggestion for improvement
	The documentation of professional development approaches for both teaching and non-teaching staff has been kept in record.	Update required
	To keep the appraisal form with analysis on the website of faculty and non-teaching staff is in process	Do complete and update

2.7. Conclusions and Recommendations

2.7.1. Conclusions:

SMC has been achieved the certificate of first cycle of QAA from UGC Nepal and preparing for updated form of second cycle of QAA. Accordingly, the strategic plan 2022- 2027, is in implementing phase, so updated activities are required as in infrastructures, budget allocations and its implementations policy and activities to increase in enrolment, increase in pass rate, decrease in dropout rate, involvement in research activities, improve in qualification of faculties for updated quality enhancement education, dynamic leadership, proper coordination in administration, etc, are required. On the basis of guidelines of TU and UGC, the institution is working accordingly for better quality education achievement. During this phase, guidelines of RMC has been prepared and doing its activities through workshop, articles writing from faculties and their publication, participation in conferences, IQAC also working properly.

2.7.2. Recommendations:

Some major recommendations for betterment are as follows:

- It is suggested that critically evaluate the past strategic plan and develop with revisit the necessary guidelines such as QE, IQAC, RMC, Counseling and placement cell and ensure the proper implementation of all guidelines for effective operation of institutional mechanism.
- Develop a new strategic plan by after critically evaluating the previous one, ensuring alignment with the organization's VMGO. Obtain approval from the apex body and implement it effectively.
- Review on the policy in reducing dropout, and increasing pass rate.
- Induce any new program or subject first analysis on the existing situation and the second, market demand/ job oriented or more skillful subject should be placed.
- Maintained the regularity of recruitment of faculties and adm. Staff.
- Improvement in policy is required to quality enhancement, make more functional. to RMC, IQAC etc., give priority to the faculties to be MPhil, PhD. Furthermore, in major programs MA, MBS, M.ED. at least one professor should be in each program.
- The output of their linkage for implementation of the EMIS to RMC, IQAC, for actual and updated information should be link with to QAA.
- Review on policy of research for faculties where at least those faculties who involve in master level teaching should compulsory involved in research activities.
- Develop the link of published articles from the faculties of SMC with teaching and learning.
- Develop the link of published articles of TSJ with teaching and learning.
- Develop the policy and its' implementation of the participation rate in national and international conference should be improved that creates quality enhancement by involving in teaching learning process in particular.

- Departmental meeting should be regular as mentioned in yearly plan of teaching including class division and result analysis more highly focused on activities of teaching learning process.
- Feedback from the stakeholders and students should be collected and analyzed for effective implementation in teaching and learning initiatives...
- E-library need to functionable timely.

Signature:

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