# RE-IMAGINING
## Kathmandu University
Strategic Plan 2022-27

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## PREAMBLE:

The Kathmandu University five-year Strategic Plan is an end product of several rounds of stakeholder consultation involving the inputs from the Deans, HoDs, and Coordinators from all the schools and was approved by the extended Executive Council meeting held on January 4, 2022.

The analysis and projection of the figures in the Strategic Plan is based on a SWOT analysis of all the schools and taking into factor the growth rate of the country's higher education sector. The proposed expansion plan lies on the foundation of a very specific plan of harnessing the brand image of KU and with sincere efforts and dedication for quality education at all levels of teaching and learning.

In the May of 2021, Kathmandu University published the KU-White Paper. The university's financial and academic developments, as well as the status and repercussions of KU's engagements, were all underlined in the White Paper. The biggest problem that was identified by the KU white paper was the slowing growth of the university and its repercussions. In addition, the white paper was critical in identifying the critical gaps and constraints to KU's human resources, financial and investment and governance imperatives while highlighting the needs of implementing coordinated initiatives to close those gaps. The challenges identified were enormous which prompted the need of an urgent action plan to address those challenges.

Thus, the Kathmandu University Strategic Plan Recommendation Committee was constituted under the leadership of Prof. Dr. Achyut Wagle with representation from all seven schools. The Strategic Plan is the culmination of the seven schools' collaborative efforts in determining the best course of action to address the university's challenges.

The Kathmandu University Strategic Plan (2022–2027) lays forth a five-year road map for the university to better allow it to contribute to national development via high-quality higher education in core disciplines needed by the society and the country as it has done throughout its years of existence. The Strategic Plan draws on KU's distinguished heritage of core values, vision and mission statements that has helped the University establish itself as a No.1 ranked provider of tertiary education in the country in laying out the feasible goals and targets to be achieved in the next-five years.

The plan describes the KU's expansion strategy, human resource development and management plans, infrastructure development initiatives, financial resource mobilization techniques, research and publishing improvement strategies, and measures to solidify the Kathmandu University brand's visibility and effect. The strategy will aid schools in developing action plans and making budgetary decisions over the next five years, allowing them to make the most efficient use of KU's resources. The strategic plan would also act as a decision-making tool for the staffs and management.

I would like to express my gratitude to the members of the Strategic Plan Recommendation Committee for their tireless work in drafting the plan, as well as to everyone who has contributed in the plan's formulation, both directly and indirectly. The plan validates our efforts to provide a strategic answer to the difficulties we've encountered, and I'm hoping that the strategic plan will have an equal level of ownership as the involvement in its development.


**Prof. Dr. Bhola Thapa**

Vice Chancellor

Kathmandu University

April,2022

## ACKNOWLEDGEMENTS:

Kathmandu University (KU) as an autonomous, not-for-profit, self-funding public academic institution is an outcome of the vision, dedication and hard work of its founders. KU is now an undisputed leader in the country as a center of excellence in tertiary education. The entire KU fraternity is grateful to our founders and all the past and present leadership of the University for their invaluable contribution to the noble cause of setting a new benchmark for quality education in the country. This Strategic Plan has immensely benefitted from the KU White Paper adopted by KU in 2021.

Despite being the number one University in the country in terms of innovative course offerings, highly employable student graduates, and high quality of teaching learning process, there is a continuous need for resource optimization and wider presence to cater to the national needs and evolve it to meet the expectations and challenges of ever-changing context and time in academics and markets. It has to tick with time and transform to catch up with technological advancements and breakthroughs, while expanding its geographical reach, along with student faculty population. In order to address the needs and context of the industry and other stakeholders, KU is also required to identify newer avenues of research and innovation. This is exactly what necessitates a well-devised strategic plan for the University.

KU, therefore, has developed a new five-year Strategic Plan (2022-2027) charting out a roadmap for all important components required for a vibrant University encompassing the curriculum, faculty development, physical infrastructure, knowledge, technological and leadership development and enhancement of its brand value. The Strategic Plan encapsulates and is in sync with the vision as outlined in the first policy speech in the KU Senate delivered by Prof. Dr. Bhola Thapa as the Vice Chancellor of the University and his Keynote Speech at 27th Convocation Ceremony held on 15th December 2021. This Strategic Plan has been formulated with due attention to maintain the reputation of KU as the Center of Excellence in view of its potentials to address the challenges vis-à-vis its resources and current market positioning.

Essentially, from conceptualization to finalization, a fully participatory approach has been adopted in developing this Plan. Our team is heartily thankful to the Deans of all seven Schools of KU who timely completed Strategic Plans of their respective schools that served as the main basis of the Plan document. Additionally, the faculty workshop organized with the active participation of Deans, HoDs and Coordinators from all Schools under KU has added value and enhanced the sense of wider ownership of the document which in turn would make it implementable in due course of time. This final document is an outcome of the able leadership of theme committee coordinators, and guidance and support of the KU leadership. This Strategic Plan Recommendation Committee has immensely benefited from the inputs, analysis and conclusion of the Kathmandu University White Paper 2021.

I am sincerely grateful to Vice Chancellor Prof. Dr. Bhola Thapa for his trust posited on our Committee and Registrar Prof. Dr. Subodh Sharma for his valuable guidance in the drafting process. I am particularly grateful to theme coordinators and the members of the Committee, Dr. Laxman Gnawali, Professor and former Associate Dean, School of Education, Mr. Brijesh Adhikary, Associate Professor and Associate Dean, School of Engineering, Mr. Sujan Chitrakar, Associate Professor and Associate Dean, School of Arts, Dr. Dipak Shrestha, Associate Dean, School of Medical Sciences, Dr. Rajani Shakya, Associate Professor, School of Science, Mr. Anup Kumar Acharya, Full Time faculty, School of Law, and Mr. Nabhendra Paudel, Chief of Management Service Division who contributed as the Member Secretary of the Committee.

I am confident that a similar level of teamwork, cooperation and contribution will be extended from all concerned during the course of implementation of this Strategic Plan as well.

Thanking you

**Prof. Achyut Wagle, PhD**

Coordinator- Strategic Plan Recommendation Committee, KU

April, 2022

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- The Kathmandu University Strategic Plan (2022-2027) charts out a five-year roadmap to better enable the University to contribute in diverse fields of national development through quality higher education that encompasses the disciplines of science, engineering, medicine, education, humanities, management, public policy and several others. The proposed Strategic Plan builds on the foundational policy papers, strategic plans and vision documents of KU's proud history which collectively have positioned it as the best higher education institution in the country. In line with the dreams and visions of the founders, making KU's graduates professionally efficient performers, leaders in their respective fields and yet humane, compassionate and responsible citizens remains the core philosophy of this Strategic Plan.

- The Plan has primarily focused on setting most feasible goals and targets to be achieved in five years in academic output in terms of quality, number of graduates and new knowledge creation through research. The Plan also has delved on the aspects of expansion of academic programs in view of nation's growing demand for quality education, development of physical infrastructure and amenities, and increased visibility and outreach of KU. A very inclusive, across-KU participatory process of SWOT analysis including an extensive workshop held in July 2021 has also been the basis of setting future targets and goals.

- The gross enrollment of students in all seven Schools is projected to be increased by about 55 percent during next five years. Schools have plans to add about four dozen programs and about one hundred new courses to address the dynamic nature of skills demanded in the market as well as the need of new knowledge development in fast evolving fields like climate change, big data analytics, artificial intelligence and sustainable development. Areas of specific interests of Nepal like courses on glaciology and Himalayan ecosystem will be new flagship programs of the University.

- Maintaining an ideal faculty-student ratio and staff-student ratio depending on the nature of the pedagogy and courses is an integral part of improving teaching-learning environment. Addition of qualified faculties, faculty development and retention of the best talents is integrated as an important and continuous process. The University proposes a new paradigm of affiliation, cooperation and partnership to expand its presence at the national level.

- Adequacy and quality of physical infrastructures are key to impart quality education. The Plan proposes to add at least 30 percent of classroom seats for the students, about a dozen smart classrooms equipped with state-of-the-art technology, 10 science laboratories and adequate number of libraries even at the departmental levels, and at least 3 research centers. Faculty offices and accommodation facilities have been proposed to increase at par to global practices in comparable academic institutions.

- Financial resources and their mobilization are at the core of any institution's sustainability. The Plan has projected to increase the share of student fee in overall financial mobilization from current 63 to 80 percent in next five years. The expansion of academic programs by different Schools is expected to proportionately increase the fee revenue. The industry-oriented research and consultancy services are also expected to generate substantial revenue thereby making KU financially more sustainable even after proposed expansion and quality enhancement.

- International engagement in the form of research collaboration, exchange visits, faculty and student exchanges and academic and other resource sharing have been an important component of university since its inception. The Plan focuses on increased and more fruitful engagement with international academic institutions of repute. On the national front, research-based engagement with both academic and stakeholder institutions will be expanded. The community engagement has remained one the signature features of KU which only warrants a more nuanced and productive expansion.

- This is an era of information technology and the academic institutions also bound to interface with new technology in multiple ways -- use of ICT platforms and networks, development of new software and

hardware products, adoption of digital products in teaching-learning and research, and academic governance. An increased level of adoption of technology, much improved network and bandwidth, development of new software in the relevant Schools and setting up of state-of-the-art big data visualization and analysis center are among the ICT enhancement programs of the University.

- KU is a leader in many areas of research, innovation and dissemination of new knowledge. However, there is a continuous need for an academic institution to research on timely themes and areas. KU has plans to facilitate both applied and academic research by faculties, innovate and make these innovations usable by the potential beneficiaries and improve on the students' course-based and degree fulfilment researches to make sure that they added new knowledge in the fields.

- KU has been ranked as the No 1 University of Nepal by several ranking institutions. KU yet needs to harness this brand equity in its larger national interest and also in the interest of its own. The proposed Strategic Plan has outlined the possibilities of brand visibility, outreach and impact of the already achieved and potentially upcoming milestones and marketability.

- In a nutshell, this Strategic Plan aims to position KU as the leader not only at the forefront of national academic scenario but also as a well-recognized, a far better-ranked regional and global academic institution to be reckoned with, in future.

## Chapter 1:

## VISION, MISSION AND SIGNATURE FEATURES

The **vision** of Kathmandu University is "**to become a world-class university devoted to bringing knowledge and technology to the service of mankind**".

The **mission** is "**to provide quality education for leadership**".

The University aspires to serve the nation by fulfilling the needs of the society with a focus on transferring knowledge to and for the benefit of community.

The University's broadly perceived signature features include autonomous administration, financial self-sustenance, and sustained trust of the international academic community. In addition, to provide quality education, the University maintains a strict academic calendar, periodically updates educational contents and curricula, formulates robust pedagogical approaches, optimizes contacts between faculties and students in a student-friendly environment, and follows the assessment of students based on their continuous in-semester and end-semester performance. Similarly, the University's graduates are widely known for substantive exposure to the industry and community, research competence, technological knowledge, communicative competence, innovation and entrepreneurship, teamwork, leadership spirit, and global compatibility.

In this spirit, Kathmandu University graduates:

- uphold character, fairness and integrity in their personal and professional life,

- as responsible citizens of the nation, serve as source of knowledge and inspiration for others,

- lead the society as critical thinkers, thought leaders, entrepreneurs and innovators in their chosen fields of expertise,

- demonstrate empathy, morality, humility and composure in all situations,

- make inclusion, compassion and altruism their integral part in their decision-making and social life.
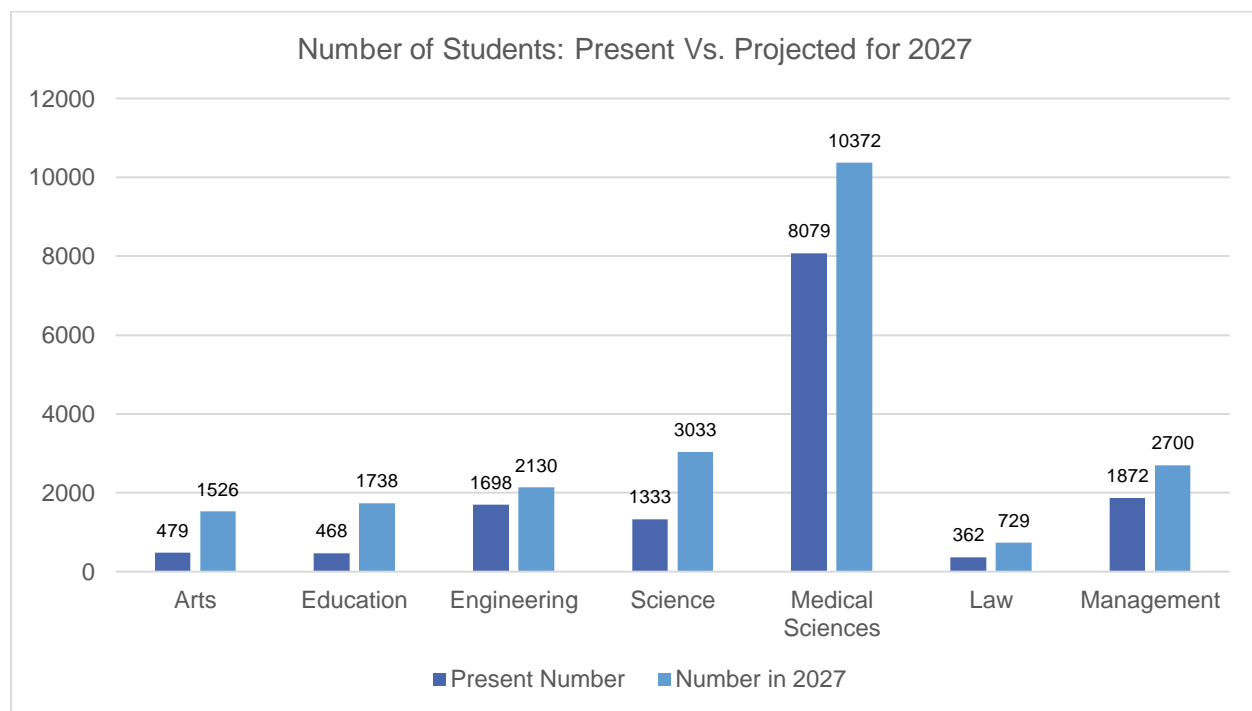
## EXPANSION PLAN

### *2.1. Central Operation*

Kathmandu University has already made the policy departure to decentralize its operations, both academic and administrative. Its main objective is to provide more autonomy in decision making of the Schools, departments and programs across the University's organogram. The central office is limiting its role only in monitoring and evaluation of overall university performance and formulating policies and implementing them in the changing contexts.

The University shall make provision of managing the department of the functions, both at the Centre and in the Schools, for core function like finance, procurement, store, event management, human resource etc. by the permanent staff. Only the logistics services like security, cleaning, chauffeur, canteen, gardening, maintenance etc. shall be allowed to be managed through temporary staff and outsourcing in the Schools. The composition of the service divisions shall be accordingly reorganized.

### *2.2 Increase in enrollment of students in academic programs*

- All Schools of the University project increased student enrollment by 2027 with an increase in enrollment rate of approximately 55%.

**Number of Students: Present Vs. Projected for 2027**

| Category | Present Number | Number in 2027 |
|---|---|---|
| Arts | 479 | 1526 |
| Education | 468 | 1738 |
| Engineering | 1698 | 2130 |
| Science | 1333 | 3033 |
| Medical Sciences | 8079 | 10372 |
| Law | 362 | 729 |
| Management | 1872 | 2700 |

The Schools, to attract a greater number of potential students on competitive basis in undergraduate and graduate programs by the following means:

• Review and re-structure academic programs, if and when required, to timely address the market needs,

• Continuously upgrade the curricula to incorporate new knowledge and research to prepare students for wide variety of existing and potential roles in the society,

• Recruit and retain the faculties with academic excellence who demonstrate a strong commitment to pedagogy and scholarly activities,

• Engage with the stakeholders like academic institutions, government agencies, constitutional bodies etc. for national recognition of KU's academic programs,

• Transform Schools/Departments into the Center of Excellence to ensure better recognition of the academic outcomes,

• Extensively promote diversified and innovative marketing strategies at regional and global levels in order to raise visibility and build reputation,

• Increase the convenience and accessibility of selected programs by offering classes in flexible schedules,

• Engage alumni effectively for branding of the University,

• Cultivate partnership and cooperation to increase the scope for internships and field placement of students across the country,

• Increase enrollment of foreign students through appropriate promotional activities.

## 2.3. Addition of new academic programs

- All seven schools will launch new programs in emerging areas of different disciplines, based on assessment of national and international trends.
- Programs will be in line with national and local priorities, and that align with the overall philosophy of the University.
- Schools will be ensuring that these programs meet national and international standards.
- Annual intake of nearly 2000 students in new programs at all 7 Schools has been estimated.

### School of Arts

1. Masters in Urban Studies
2. Masters in Economics
3. Masters in Fine Art
4. MA in Media Studies
5. Bachelor in English and Cultural Studies
6. Bachelor in Nepali
7. Masters in Landscape and Heritage Management (Partnership Program)
8. Bachelor of Fine Arts (Illustration, Photography and Ceramics)
9. Bachelor of Yogic Science and Wellbeing
10. Bachelor of Film Studies

### School of Education

1. e-Learning (one-year Master's program)
2. School Transformation (one-year Master's program)
3. ITK Education (Master's program)
4. Nepali Language (Master's program)
5. Linguistics by Research (Master's program)
6. Science Education (PGDE Programs)

7. TVET Pedagogy (PGDE Programs)

8. STEAM Education (PGDE Programs)

9. Guidance and Counseling (PGDE Programs)

10. Development Studies (PGDE Programs)

11. English and Cultural Studies (Bachelor level program with SoA)

12. Technical Education (Bachelor level program)

13. ICT/Mathematics/Science Education (Bachelor level program)

14. Sustainable Development (Bachelor level program)

15. Early Childhood Development (Bachelor level program)

16. English Language Education (Bachelor level program)


## School of Engineering

1. ME in Geo Sciences and Mining Engineering

2. ME in Process Systems Engineering

3. MTech in Artificial Intelligence

4. Masters in Analytical Chemistry

5. Bachelors and Masters in Health Informatics

6. Bachelors in Biomedical/Biochemical/Process/Renewable Energy

7. Masters Program in Civil and Architecture

8. ME in Water Resources Management

9. ME in Tunnel and Rock Engineering

10. ME in Construction Technology & Management and Urban Development

11. BE – EEE (IT and Communication)

12. BE – EEE (Electronics and Communication)

13. BE – EEE (Instrumentation and Control)

14. BE – EEE (Electrical Power Engineering)


## School of Law

1. Bachelor of Information Technology and Bachelor of Law (BIT, LLB)

2. Bachelor of Economics and Bachelor of Law (BEC, LLB)

3. Masters of Law

4. PhD in Law

## *School of Management*

1. Bachelor of Business Administration in Information Technology (BBA-IT)

2. Master of in Business and Economics

3. Masters in Project Management

4. Two more sections in MBA (Fall and Spring): specialized or general

5. Master in Family Business

6. Specialization in Entrepreneurship/Trade in BBA

7. New interdisciplinary programs in Data Analytics,

8. Nationwide expansion of Bachelors in Hospitality Program in collaboration with relevant stakeholders

9. Masters in Hospital/ Health Technology Management

10. Maters in Information Technology Management outside of Kathmandu Valley (in collaboration).

11. BBA/Masters in Agro-enterprise

12. Specialized programmes through extended campuses

## *School of Medical Sciences*

1. Master in Physiotherapy

2. Masters by research in preclinical subjects

3. PhD in molecular and experimental sciences related with health and basic sciences researches

4. Additional DM/MCh courses in Pulmonology, Critical Care and Sleep Medicine, Neonatology &Perioperative and Critical Care Medicine

5. Fellowship training program in Spine surgery, Gastroenterology medicine, Otology, Neonatology, Sports Surgery, Dental Implantology, Gynecological Laparoscopic Surgery

6. Bachelor of Science in Public Health

7. Master of Science in Microbiology (Medical)

8. Master of Science in Biochemistry (Medical)

9. PhD.

### School of Science

1. MPharm in Pharmaceutical Analysis
2. MPharm in Pharmacognosy and Phytochemistry
3. PharmD, Post Baccalaureate
4. MPharm in Regulatory Sciences
5. MPharm in Pharmacology
6. MSc in Statistics
7. MSc in Computational Mathematics
8. MSc in Disaster Preparedness, Mitigation and Management
9. MSc in Urban Water Management
10. MSc in Climate Change and Sustainable Development
10. MSc in Environmental Science (Glaciology)
11. MSc in Environmental Science (Wild Life Management)
12. BTech in Environmental Engineering in other provinces
13. MTech in Water and Wastewater Engineering
14. MTech in Environmental Technology and Management
15. BSc in General Physics
16. BSc in PCM/ PCB Group
17. MSc in Analytical Chemistry
18. MTech in Agricultural Biotech
19. MTech in Food Biotech
20. MTech in Bioinformatics
21. BTech in Food Biotech
22. BTech in Bioinformatics
23. BTech in Medical Biotech
24. MSc in Horticulture
25. MSc in Soil and Water Sciences
26. Bachelors/Masters/PhD in Agro-Tech

## *2.4. Expansion of programs*

### a. *Multidisciplinary expansion of constituent programs in inter-School collaboration*

#### *School of Management*

- Launch BBA-IT, in collaboration with Department of Computer Science and Engineering, KU, Dhulikhel,
- Extend new Undergraduate programs to DoMIC, Dhulikhel,
- Develop Masters in Project Management, an interdisciplinary program in collaboration with School of Arts and Education,
- Launch specialization in interdisciplinary areas: Data Analytics in business, Technology Management, in collaboration with other Schools**.**

#### *School of Medical Sciences*

- Inter-school collaboration for development and innovation in medicine and for other programs such as Masters in Psychology and Bachelor of Yogic Science and Well-being with other Schools

#### *School of Science*

- BTech in Medical Biotechnology in collaboration with School of Medical Sciences
- MTech in Agricultural Biotechnology in collaboration with Department of Life Sciences.

### b. *Geographical expansion of constituent programs*

#### *School of Arts*

- Relocation of Department of Music to Tripura Sundari Complex
- Initiation of new programs of Department of Music in Jhapa
- Initiation of Bachelor of English and Cultural Studies in collaboration with School of Education
- Jyasa Maker's Space at West Wing, Dhulikhel in collaboration with the School of Engineering

#### *School of Education*

- Extension of programs outside the campus with partners/collaborators
- Increase outreach centers/partner organizations in all provincial levels.

### School of Management

- Extension of Undergraduate programs to other two Provinces (other than Bagmati Province): At least one extension/ constituent program in each province after communication and collaboration with the province and local governments
- MPhil and MBA program in partnership with other universities
- Enhancing community engagement (Increasing RES and SEP and practicum for public policy work with municipalities

### School of Science

- Extension of academic programs outside the main campus
- Design the community-based curriculum engaging students in community outreach activity
- Expansion of programs in other provinces in coordination with local governments
- Launching BTech in Environmental Engineering program in other provinces (starting with Biratnagar in Province 1)

### c. Customization of constituent programs

- Customized programs in finance, project management, soft skills, and data analysis.

### 2.5. Accreditation, Collaboration, Cooperation and Partnership

- Acquiring accreditation of the University as well as the programs from relevant international institutions and accreditation bodies,
- Collaboration with national and international institutions for academic activities, research activities and technology/ knowledge transfer,
- Collaboration and cooperation with domestic and community stakeholders for the betterment of legal education by conducting various legal activities,
- Strengthening academia-industry-government linkages and partnerships and exploring ventures of mutual interest and benefit,
- Expansion of Campus to Community partnership/collaboration,
- Institutionalizing and mobilizing the alumni network of the University to promote collaboration.

## HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

According to the expansion plan, KU envisages a strong growth in the number of academic programs across all schools. The rise in the number of academic programs is planned to be accompanied by a steady increase in the number of faculty and staff members, while maintaining the student-to-faculty and student-to-staff ratios under control. The strategic plan takes the pragmatic approach to project the increase in the annual student intake, programs, faculties and staffs from 2022 to 2027.

### *Consolidated figures of school-wide projections:*

*Table 2: Consolidated projections for schools (2022 - 2027)*

| Schools | Programs | | | Students | | | Faculty | | | Staff | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Existing | Projected | % increase | Existing | Projected | % increase | Existing | Projected | % increase | Existing | Projected | % increase |
| School of Arts | 8 | 16 | 100 | 497 | 1526 | 277 | 36 | 72 | 100 | 22 | 68 | 219 |
| School of Education | 21 | 31 | 72 | 468 | 1738 | 271 | 13 | 92 | 700 | 9 | 46 | 411 |
| School of Engineering | 8 | 12 | 67 | 1698 | 2130 | 80 | 99 | 117 | 85 | 15 | 28 | 54 |
| School of Law | 2 | 4 | 100 | 362 | 729 | 101 | 16 | 32 | 100 | 16 | 24 | 50 |
| School of Management | 8 | 17 | 112 | 1872 | 2700 | 44 | 38 | 62 | 63 | 26 | 40 | 53 |
| School of Medicine | 19 | 28 | 47 | 8079 | 10372 | 28 | 208 | 219 | 5 | 327* | 378* | 16* |
| School of Science | 24 | 51 | 113 | 1333 | 3033 | 127 | 69 | 120 | 74 | 21 | 38 | 81 |

Ratios* (Number of faculty computation includes the visiting faculties but faculties in partner colleges are not accounted for which is reflected in higher faculty-student ratios in Schools with affiliated colleges.)

*Table 3: School wide projection of ratios for human resources (2022-2027)*

| Schools | Existing | | | Projected | | |
|---|---|---|---|---|---|---|
| | Faculty-student | Faculty-staff | Staff-student | Faculty-student | Faculty-staff | Staff-student |
| School of Arts | 1:13 | 3:1 | 1:20 | 1:12 | 2:1 | 1:22 |
| School of Education | 1:18 | 1.4:1 | 1:52 | 1:15 | 2:1 | 1:38 |
| School of Engineering | 1:17 | 6.6:1 | 1:113 | 1:18 | 4.17:1 | 1:76 |
| School of Law | 1:23 | 1.14:1 | 1:26 | 1:23 | 2:1 | 1:33 |
| School of Management | 1:19 | 1.46:1 | 1:72 | 1:22 | 2:1 | 1:68 |
| School of Medicine | 1:4.9 | 1:2.4 | 1:2 | 1:5 | 1:2.8 | 1:2.3 |
| School of Science | 1:19 | 3.3:1 | 1:63 | 1:15 | 2:1 | 1:35 |

## INFRASTRUCTURE AND SERVICE DEVELOPMENT

### *Introduction*

The University plans to expand and develop essential infrastructures in six main categories;  (1) Physical infrastructure, (2) Digital infrastructure, (3) Innovative academic & training Infrastructure, (4) Intellectual property infrastructure, (5) Emotional infrastructure, and (6) Networked infrastructure. In developing these infrastructures, due consideration will be given to the principle of green, safe and inclusive institution. All these infrastructures help to develop strategies for the university to survive, sustain, grow and prosper.[1]

Kathmandu University main campus is situated in Dhulikhel. It has seven Schools in different locations spread in Dhulikhel and the Kathmandu Valley. Four Schools (Engineering, Science, Medical Sciences and Law) are situated in Dhulikhel while three schools (Management, Education and Arts) are situated in the Kathmandu Valley. Below is a brief summary of the infrastructure in different Schools and their plans for expansion.

### *1.   Physical Infrastructure*

Minimum infrastructure requirement for any modern university includes green building, road with walking, motoring and bicycle path, admission & counseling area, classroom, counseling room, evacuation center, faculty chambers, meeting room, laboratories, computer center, cafeteria, game & sports facility, auditorium, library/digital resource center, photocopy and printing centers, hostels, vehicle parking, office room, faculty resident, exhibition hall and guest house, facilities for people with special needs*.* KU pursues the strategy of gradually improving and developing these infrastructures to the maximum extent possible within next five years.

### *Green infrastructure for the University:*

*"*Nepal is highly vulnerable to climate change impacts and recent studies by the Asian Development Bank suggested Nepal faces losing 2.2% of annual GDP due to climate change by 2050*"*. Mitigating climate change has remained a global challenge to reduce the warming of our planet. As an institution of research and learning, the University envisions to play a crucial role to help address this issue. The University

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1.   [1]Essential Infrastructures for World Class Universities P. S. Aithal Research in Higher Education, Learning and Administration IQAC 2019

envisions to align with this global urgency by providing an ecological framework for the social, economic, and environmental health of the surroundings by promoting it to become a green university.

*The University plans to incorporate the need by*

- *Promoting Green Infrastructure:*

  - constructing green parking
  - green street and alleys
  - permeable pavements
  - rainwater harvesting
  - promoting green energy

- *Implementing Sustainable Pedagogical Approaches:*

  - Introduce the University as the catalyst for a sustainable society by encouraging research and engaging students in various community-based green projects
  - Introduce sustainability topics through different courses, projects or extra-curricular activities
  - Introduce course on Environmental, Social and Governance to produce human resource to advocate the urgency of sustainability and green movement

- *Engaging employees and students in zero waste movement*

  - encourage recycling, composting, reusing water
  - promote renewable energy, promoting public transport
  - maximize recycling, composting leftover food, reusing water, or purchasing organic food, creating campus gardens and banning toxic chemicals

### Table 4: Physical expansion plans

| A. Physical Development | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | **In Sq. Mtr** |
| **A. Building Construction** | Central Campus Dhulikhel | Bal Kumari, Lalitpur (KUSOM Complex) | Hattiban Complex (KUSOA/ KUSOED) | Extensions into other locations | Dhulikhel Bazar (KUIC/KU SOL) | Total Build up Area |
| **Academic Building** | 19,724.47+3726 (Two academic buildings for Department of Biotechnology and Pharmacy) | 5,796.79 | 3,327.34 | 5,855.50 | 619.63 | 35,323.73 |
| **Residential Building** | 12,947.04 | - | - | 2,555.00 | 614.69 | 6,116.73 |
| **Service sector Building** | 12,312.88 | 2,210.79 | - | 306.50 | 144.27 | 14,974.44 |
| **KU Teaching Hospital Building + Lungs Center** | - | - | - | 4,427.00 | | |
| **Total** | 48710.39 | 8,007.58 | 3,327.34 | 13,144.00 | 1,378.59 | 70,841.90 |
| **B. Temp. Shed** | 2,211.19 | 41.35 | 874.90 | 251.50 | 235.91 | 3,614.85 |

### Table 5: KU's land area at different locations

| Land Area in Different Location | Ropanis |
|---|---|
| **KU Central Campus, Dhulikhel** | 352 |
| **Medical Complex (KUSMS), Chaukot, Panauti** | 524 |
| **Dhulikhel Bazar Area (KUIC/KUSOL)** | 15 |
| **Management Complex, (KUSOM) Bal Kumari, Lalitpur** | 9 |
| **Hattiban Complex (KUSOA/KUSOED)** | 6 |
| **Bal Krishna Sama Saichhik Guthi, Gyaneswor** | 2 |
| **Jhapa (KUSOA, Dept of Music)** | 13 |
| **Total** | **922** |

**School of Arts:** New building under construction, program at different locations

**School of Education:** New building under construction

**School of Engineering:** Planned expansion at different Provinces

**School of Science:** Two additional academic blocks (graduate) have been planned

**School of Medical Sciences:**

- Construction of Lung Center Second Phase (Finishing works)

- New Laundry Building – I Phase (Under construction)

- Therapy Garden (Planned)

- Insurance OPD block (Planned)

- Establishment of Genomic and Biosafety Laboratory (BSL) Level 3

- University Teaching Hospital with sub-specialty service at Chaukot, Dhulikhel (Planned)

- Completion of construction and operationalization of the Mental Health Research Center as part of the Teaching Hospital.

**School of Law:** New building under construction at Central Campus, new campus planned at Panauti))

**School of Management:** Amenities for building comforts are planned.

### 2. Digital Infrastructure:

KU will ensure Wi-Fi enabled campus, online study material, digital library, digital publication, paperless administration, online based teaching learning and evaluation, plagiarism detection software, video documentation of courses, social media based promotions. ICT underlying technologies like artificial intelligence, virtual reality will be adopted.

All schools are already using different digital tools, however, continuous  improvements in digital infrastructure is inevitable along with the new developments in ICT and as per the  needs of the Schools and the University for academic, research and administrative purposes.

### 3. Academic Infrastructure

Industry-oriented, employability skill focused curriculum, innovation and entrepreneurship promoting courses, as well as specialty and super specialty professional trainings will be delivered. Arrangements for experienced and committed faculty, study materials, experimental learning pedagogy, earn while learn facility and flexibility, multi-skill development and certification opportunities, provision of opportunities to develop and utilize research and innovative thinking skills will  be made. The university will further enhance the market-oriented curriculum employing innovative approach to timely incorporate emerging trends and developments in subject-specific fields and pedagogy thereof.

#### Library: Digital and Physical Strategy:

The University is the pioneer in implementing the integrated library management software for bibliographic format and networking protocols, and all these libraries can be accessed through the SOUL software. The

University has a Central Library at Dhulikhel Campus, but the Schools outside the main campus have their school-level libraries, while some departments have managed their libraries.

The University's digital mission is to ensure the community to equip with effective digital services, data and technology access, resilience and creativity in their teaching, teaching, learning, research, and archiving services in the next five years to align with the mission. Apart from this, the University will explore the possibilities of expanding departmental libraries, online access to KU's collections, access to domestic and international journals, etc.

The Digital and Physical Strategy is aligned to the Strategic Plan to achieve the following in next five years:

- digitize and avail KU's distinctive collections and establish a digital archiving unit in every library

- promote data and technology-intensive research, teaching, and learning

- support researchers by making their publications and data accessible

- provides a stable infrastructure for KU's digital collections and services

- learning, research and organizational support.

### 4. Intellectual Property Infrastructure

KU will expand/ make provisions for research-oriented experienced faculty members, Academic Performance Index (API) based faculty compensation, targeted research, more Ph.D. and post-doctoral research scholars, more faculty members with PhD., encouragement to students and faculties for publications and patents, School-wide conferences, student involvement in research- industry collaboration and consultation, and establishment of incubation centers, green energy research center, University publication through its own press.

This includes:

- Faculty development and recruiting qualified faculty with higher degrees,
- Setting up Kathmandu University Business Incubation Centre,
- Ensuring Intellectual Property Rights (IPR) to faculty and students for their creation, knowledge, innovation and copyrights.

### 5. Emotional Infrastructure:

The emotional infrastructure would include creating leaders as role model, building trust among stakeholders and outsiders, maintaining institutional values (Core values), institutional rituals and tradition, creating efficient communication channels with openness and accountability, promoting safety and sense of security among the students, faculty and staff, and promoting proximity with local friends, local food, local culture.

- Repositioning KU as the student friendly University
- Increasing KU branding activities
- Enhancing transparency
- Expanding community engagement

## 6. Network Infrastructure:

KU will set up horizontal, vertical and diversified collaborations with alumni association, community organization, government/ non-governmental and social service organizations, and national and international higher education institutions for enhanced quality and credibility.

The strategies include

- Ensuring UGC accreditation to all academic programs and related research,

- Collaborating with national and international academic and research institutions,

- Limiting the engagement of visiting faculty to 20% of the total teaching load,

- Institutionalizing Alumni Network of Kathmandu University (ANKU) and harnessing the alumni resource in the interest of the University,

- Developing a university-wide Placement Cell and increasing the industry-academia interfacing platforms of various nature.

*Chapter 5*

## FINANCIAL RESOURCES, MANAGEMENT AND MOBILIZATION

Kathmandu University is getting very limited financial support from the Government of Nepal and other public entities. Since the establishment of the KU, it has mainly relied upon student's fees, which make up the most significant part of the total income. The fee income generally meets faculty and staff salary, and other administrative expenses. KU plans to increase the income ratio from the students' fees and expand the scope of earnings from research and consultancy services as well.

Apart from other sources of income, KU now considers endowment funds as a major source of income. The Endowment Fund at KU was first conceptualized in 2004 with the Ford Foundation grant of US dollar 250,000.00. The target of the KU Endowment Fund, for now, is Rs. 500 million which has already reached at Rs. 240 million from 25 different grantees. The Fund will be utilized towards scholarships, awards, research activities, faculty development, salaries and university infrastructure. The amount of the Fund is generally invested in fixed income instruments. The University expects a purse of minimum two million rupees to be accepted as the endowment from a single contributor.

The Strategic Plan Recommendation Committee projects the present and future status on the basis of each School's financial resource management and mobilization plan which, in turn, would reflect KU's financial resources and mobilization plan for next five years (2022-2027).

The current financial sources of the University are the following. (The tentative income and expenditure projection for the period to be covered of this strategic plan are presented in the Annexes.)

### *Incomes*

- Major Financial resources:
    - o Student's fee
    - o Grants
    - o Bank interest income
    - o Other areas of financial resources
        - ▪ Consultancy/research Services
        - ▪ Product Development
        - ▪ Endowments

- The possible strategies to increase the financial resources
    - o Mobilizing resources from external and internal sources,
    - o Organizing international conferences/seminars that generate revenues,
    - o Enhancing industry/ academia collaboration,
    - o Sourcing in research, innovation and development funding,
    - o Increasing collaborative/joint research with other academic institutions,
    - o Expanding  cooperation, collaboration and partnership with other academic institutions,

o   Increasing variety of paid training programs for national and international participants,
o   Setting up small or medium scale pharmaceutical industry/ medical consumable industry.

- Major Expenses:
    o   Faculty/Staff salary
    o   Infrastructure development

        ▪   Physical infrastructure and facilities

        ▪   Academic and knowledge-based facilities and amenities
    o   Faculty development and training
    o   Operation and maintenance,
    o   Gratuities, benefits and emoluments
    o   Awards, scholarships and donations

### *Major plans for physical infrastructure (2022-2027)*

▪   Construction of 20 new buildings of different sizes and structures- classrooms, meeting rooms, auditoriums, labs, hostels, lecture halls, faculty-staff residence is planned**.**

▪   KU can develop a hybrid model of expansion of constituent programs with investments from private sectors as well. This will limit the University's investment and liabilities, maintain full control over the academic standards and regulations, and at the same time, bring some income to the central funds.

## Chapter 6

**EXTERNAL ENGAGEMENT**

In order to make knowledge and the human resource it produces more relevant, KU engages with the local communities, the government bodies as well as other national and international entities through different initiatives. In order to realize its vision of becoming a world class University, it will equally engage with the academic and other state and non-state institutions through collaboration and partnerships within and outside the country. Wider and more intense engagement at national, regional and global levels is an imperative that will be materialized with the following activities.

### *Outreach activities with the communities*

- Increasing outreach of all Schools in each province,

- Working with rural communities in each province through initiatives such Rural Enterprise Service, incubation centers and Social Experience Project,

- Working with the community level stakeholders, designing the community-based curricula for basic school level tying up with community outreach activities,

- Setting up telemedicine to link outreach centers with Kathmandu University Hospital and starting medical camp services in outreach centers,

- Collaborating with selected local municipalities and district primary health centers where the outreach centers operate.

### *Academic collaboration/partnership*

- Collaborating with national and international institutions for joint degrees/ sandwich programs, conferences, research and consultancy,

- Scaling up international exchange mobility programs like ERASMUS, exchanging faculties with partner universities, increasing the number of expatriate faculties and introducing student exchange programs,

- Raising the number of international student and faculty exchange programs by 20 percent

- Enriching undergraduate and graduate programs with at least one course to be delivered by international visiting faculties in every program

- Setting up academic programs in provincial levels with institutional arrangements for partnership: Under this, initiating one BTech Ed program in all seven provinces,

- Collaborating with Nepal Health Research Council (NHRC) for establishment of clinical research centers,

- Collaborating with local and global technology providers to offer professional training courses and micro-degree programs within the University premises,

- Initiating Masters of Engineering in chemical engineering in partnership with industries and international institutions,

- Collaborating with industries for field/project activities as well as internships for students in more substantial and specific manner,

- Partnering with Panauti Hydropower for academic programs and research facilities.

## *Engagement through connectivity*

- Developing free and paid Massive Open Online Courses (MOOCs) with credit-based modular programs attracting international students,

- Establishing online learning center at outreach points proposed for provinces to support local school and college level teachers and providing them access to University's academic programs,

- Collaborate with Nepal's diplomatic missions abroad and international institutions to attract more international students in the courses of the University,

- Initiating new and continuing existing publications of academic journals of the University and ensuring that each School publishes at least one journal,

- Organizing one international conference every year by each School of the University,

- Participating at international moot-court competition each year,

- Regularly organizing alumni reunion to promote professional activities and to initiate potential collaboration and building social capital,

- Instituting one University Ambassador in each province.

## *Policy Engagement*

- Establishing Public Policy Lab to connect the University and State in order to deal with policy ecosystem and facilitate scientific inquiry on policy issues,

- Establishing partnership with public institutions such as Nepal Administrative Staff College, Public Service Commission and Policy Research Institute for policy dialogue for lasting impact to the community,

- Establishing Center for Trade and Investment and aligning with similar University- and industry-based institutions abroad

- Initiating to set up a separate academic discipline on Environmental, Social and Governance (ESG) and collaborating with relevant stakeholders for the same,

- Acting as a consulting body and a think-tank to the Government on contemporary issues related to education, health, environment etc.,

- Collaborating with Ministry of Health and Population for integration of emergency medicine service, especially to implement pre-hospital care service in the districts,

- Producing qualified  lawyers who can efficiently work in the corporate and business sector including public enterprises,

- Setting up Community Legal Education Program (CLEP) in selected districts.

## Chapter 7

## RESEARCH, INNOVATION AND PUBLICATION

The University aims to become and remain as a trail-blazer and front-runner through branding itself as an innovative research-focused institution. KU aims to transform the lives of people across all domains by solving real world problems through an extensive network of partnerships and collaborations both inside and outside the country. It believes in making advancements in innovation and creativity and achieving academic excellence by means of carrying out ground-breaking research and publication. It is of the firm belief that good quality research enhances the quality of teaching as well. To ensure that every research endeavor of the faculty members results in exceptional quality publications, the University plans to invest in its academic resource besides supporting and creating an enabling research environment.

### *Research*

In an effort to infuse and build quality into its research pursuits, the University aims to attract the best talents and to collaborate across universities. KU works for creating a research-enabling environment by inspiring members of both faculty and student community to develop research leadership and creativity.

Research priorities of the University include the following:

- Applied scientific research
- Industry-focused research and consultancy
- Demand-led, lease-worthy research
- Stakeholder/beneficiary-centered research
- Ground-breaking, high-end academic research
- Course fulfillment research at the undergraduate, graduate, and research degree programs.

All Schools will work towards ensuring the following

- Originality: Injecting originality in research pursuits/endeavors to make them impactful,
- Outcome and Quality: Focusing on outcome and quality of research to make them purposeful,
- Knowledge creation and policy impact: Linking research output to social and real world problem-solving with policy implications,
- Applicability: Ensuring research results are applicable in addressing societal challenges and issues,
- Diffusion/replication/transfer: Disseminating research outcomes through diffusion and replication and transfer to the academic and industry,

- Recognition: Profiling of research outcomes to make them part of the body of new systematic knowledge,

- Protection of Intellectual Property Rights (IPR): Safeguarding research initiatives and outcomes as per the norms of the IPR.

Researches currently being carried out by both students and faculty members are of varied nature, size, and scope. Of late, when they face difficulty in finding a publication space in rated journals, the very outcome and quality of such research are often coming under scrutiny and being questioned. Therefore, it becomes imperative now to emphasize on identifying and conducting research on issues that result in impactful outcomes and relevant policy interventions. The applicability of research in both national and international spectrum is equally important. We need to be cognizant of our research constraints while commissioning research. Good quality research carried out by faculty and students need to be recognized duly and promoted continuously. Strives will be made so they attain/reach the world class status and become pragmatic to solve the real world problems.

## *Innovation*

To remain innovative across all fronts, KU aims to carry out, more specifically, the following:

- Monitoring regularly the activities and status of all existing innovation and research centers across the Schools to make them fully operational,

- Developing partnerships with the stakeholders to make existing industry-interface entities effective through innovation in curriculum, pedagogy, and teaching-learning processes,

- Exploring the collaboration with the state and private partners to commercially harness the successful innovation of KU in producing the green hydrogen as the future vehicular fuel,

- Enhancing the brand value of KU through product development, market access, and business viability. For instance, we can scale up production of bottled drinking water and health related products currently being produced with the University initiative,

- Exploring new possibilities such as introducing Glaciology Discipline/Department and establishing an indigenous music training centers in related indigenous communities, Linking innovation with teaching-learning processes through activities such as documenting the socio-economic impact created by the School Outreach Centers and other initiatives in different communities by assessing the actual value addition in the community, and sharing such learning in the classroom,

- Developing an system for arching of the historical documents and research and innovation of the University, and setting up a module to prepare human resource for archival management,

- Eliciting and enlisting inter-School coordination and cooperation in value creation and value addition innovation initiatives,

- Ensuring allocation of a dedicated amount of annual budget for innovation.

## *Publication*

The University's strategic goal for the next five years is to increase its international profile, visibility and recognition by means of creating new knowledge through research and publication. As a research-intensive institution, the University will identify avenues for publication opportunities by means of carrying out cross-cutting research themes of national, regional and international relevance. The University will continue to put its efforts to publish books and journals by faculties, researchers and students.

## *Improvement on Research Publications*

- Frequency and regularity: Maintain scheduled regularity and frequency of the existing and new publications across the Schools,

- Quality and topicality: Enhancing quality of publications by researching on themes that are topical and contemporaneous,

- Ranking and recognition (in-house, national, and international): Striving for making the research outcomes qualify for top notch national and international journals,

- Citation indices: Ensuring the research works carried out get cited extensively and intensively,

- Impact factors: Rigorously carry out research that qualify for being indexed in the rated journals.

Maintaining the stipulated periodic regularity to publish and release the journals continues to remain a challenge. To ensure timely quality publication of the University journals, enlisting of the services of peer reviewers and indexing and impact factors, the relevant Schools will make extra efforts to this end to create ambience for faculty members to put KU in-house journals also in preference.

A Publication Monitoring Unit shall be established to substantially enhance the quality of writing across all KU Journals for their overall advantage. All efforts that has the potential to improve the ranking and recognition towards making in-house journals equally promising will be initiated and encouraged. The University plans to devise and put in place a robust incentive mechanism by tracking the citation status of research work carried out by faculty members

## Chapter 8

## ADOPTION OF TECHNOLOGY

Kathmandu University is well known for the use of modern technology in teaching, learning and research since its time of inception. The University has continuously evolved and adopted recent changes in technology for effective implementation of its programs in different Schools and has gained popularity as a technology-friendly institution.

Currently, there are facilities ranging from different labs for multimedia production, computer labs, classrooms equipped with laptops and projectors to wi-fi services in campus premises. Information System Management Section (ISMS) has been established with the mission of exploring and implementing appropriate uses of technology to support programs in instruction, research and creative activities, system development and services. KU ISMS has following goals:

   a.  *Improve the use of technology to support teaching and learning,*
   b.  *Increase the access to information,*
   c.  *Enhance IT infrastructure and increase connectivity,*
   d.  *Maximize benefit of investment in technology,*
   e.  *Improve effectiveness of KU information technology operation.*

The recent pandemic of COVID-19 has further strengthened the use of modern technology, providing access to online classes for faculties and students. Adaptation of technology has helped in maintaining an academic calendar of various program of KU.

## *Future direction*

The pandemic has also highlighted the need for flexibility in teaching methods. Schools and departments need to explore new methods of technology for continuation of its programs as well as starting new programs in the future. The following areas need special priorities:

   a.  *Facilities for recording room for production of materials for asynchronous mode on online teaching,*
   b.  *Video conferencing rooms,*
   c.  *Smart classrooms have at least one in each department with state of the art display facilities and digital white board,*
   d.  *Digital Library for faculties and students,*
   e.  *Digital Research Labs, webinar platforms.*
   f.  *An integrated data center with high-capacity computers having access to data on all national and international surveys and indicators, and department generated data through research.*

Similarly, in the service sector also remote access to patient information and online consultation with medical facilities, following services shall be added:

a. *Telemedicine and IT in health care.*
b. *Electronic health information system.*

## BRAND, VISIBILITY AND IMPACT

The brand of any university goes beyond a tagline, logo, or merchandise. The university's brand is the institution's story, the legacy it has nurtured, the epitome of the most prominent values, and the identity as a perfect place of learning. The university's brand is what the society perceives of the institution and is what prospective, existing students and graduates think of their institution.

Therefore, the need for recognizing the necessity of building appreciation for what makes Kathmandu University a unique place for learning should not be undermined. A logo or tagline can conjure strong recognition and appeal, but the brand is much more than the visual identity. The brand of Kathmandu University must be built by the sum of promises made and fulfilled that add to meaningful and lasting relationships with students, staff, faculties, the entire domestic and international community, and stakeholders.

Hence, the more aligned with our intents, efforts, and promises, the stronger the brand of Kathmandu University will be. Therefore, decisive steps will be taken to build a strong brand image of the University that fits to KU's determination to impart quality education and project what makes it different.

### *Our Image and Current Position*

KU is a leading university that continuously delivers academic excellence in education and strictly maintains a robust academic calendar. It has stood as trusted institution because of overcoming shortcomings and continuing to strive for the vision laid by the founders. Hence the image of the University has remained unstained.

The brand value created by the University through its Schools, departments, and programs has its scope to be better positioned strategically and further capitalized on the optimum benefits it could otherwise have achieved so far. The general public still perceives KU as private, expensive, and unaffordable, whereas it is country's one of the affordable public institutions for higher studies. The University should be able to brand itself fully equipped higher education institution capable of imparting online education incorporating all aspects from admission to publishing examination results as evidenced during the COVID pandemic and post-pandemic maintenance of the academic calendar. This aspect needs special highlight in brand building and brand promotion of the University.

The national and global presence of the University has been fostered with the growing numbers of public-private collaborations, community engagement programs, and increasing numbers of MoU's signed with national and international institutions. However, the optimum benefits of these collaborations have yet to be

realized with robust follow-up mechanisms. The University will also explore the avenues of University Social Responsibility (USR) as a fresh concept. [2]

## *Audiences*

Our loyal audience is the foundation of our continuity and growth. Hence effective brand positioning requires, first and foremost, about audiences – who they are and what they hope to achieve. With our audiences as a foundation of our existence, we shall consider what we have to offer them as presented in the matrix below.

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[2] *The term University Social Responsibility (USR) is explained as the capacity of higher education institutions (HEIs) to disseminate and implement a set of principles, general and specific values aimed at enhancing the educational and social challenges of the society through four key processes: management, teaching, research and extension.*

*Cited from: Author Year Universities as Corporate Entities: The Role of Social Responsibility in Their Strategic Management. Publication*

| | Primary | | | Secondary |
|---|---|---|---|---|
| **Audience** | Internal | Prospective Market | Alumni and Patrons | Community, Partners and Stakeholders |
| **Who are they?** | The group who carries the brand of the university firsthand. They live with the image of the University in their professional and private lives, hence they are the most credible ambassadors | The college-going young adults who have opportunity to choose from various options to pursue their higher education | The groups that have been associated with the university in earlier times and take pride to be associate with it and are willing to contribute to grow as the image of the university connects with their success. | External entities or individuals that add value to the education or extend the reach of the university |
| **Groups** | o Current students<br>o Faculty<br>o Staff | o Prospective students<br>o Family of students<br>o Education counselors | o Former students<br>o Donors<br>o Friends and fans<br>o Supporters<br>o Members of different committees<br>o University Grant Commission | o Local Communities<br>o Local Partners<br>o Academic Community<br>o Collaborators<br>o Organizations<br>o Research Funders<br>o Businesses<br>o Corporations<br>o Local Government<br>o Elected Officials<br>o International Communities |
| **Objectives** | o Give ownership in building a collective image the university<br>o Educate them about the brand and how they can help make it successful<br>o Align our brand message to the experience they deliver<br>o Equip them with brand tools, resources and support | o Inform and counsel them as KU as a distinctive institution for higher education<br>o Create a desire to be associate with the university<br>o Raise awareness and interest in the university | o Inspire them to foster pride in being alma mater<br>o Strengthen relationship and recognition by providing them mileage within and outside the university<br>o Inspire them by showcasing the vision of KU and advocating the steps the university is taking in achieving them | o Ease and facilitate them to partner with the university<br>o Inform them with the progress and achievements of the university through proactive communication tools such as newsletters, websites<br>o Generate demand of our graduates by fostering collaborations<br>o Foster inclusivity, diversity and community engagement |

### *Goal 1: Visibility through establishing strong engagement, partnership, and collaboration with national and international communities*

## Strategy 1.1: Visibility through community engagements

In order to enhance the image of the University as a socially responsible institution, we must maximize our institutional capacity to collaborate and support the local and larger community.

1. Develop assertive outreach and community engagement programs through different programs, departments, and schools.
2. Design the community-based curriculum and involve community leaders to evaluate opportunities for efficiency improvements and expansion of shared services centers

Provide different programs and services for the benefit of rural communities

1. Social Experience Projects for undergraduate

## Strategy 1.2: Visibility through Global Engagement and Networking

By enhancing public engagement, innovation culture, and knowledge exchange, KU aims to ensure that education and research benefit broader publics in the local, regional and global context. KU will partner with various stakeholders, ministries, public and private organizations, and our alumni.

1. Embark into aggressive International Collaborations and Partnerships for mutual benefit fostering global visibility of the University as excelling in research and education
2. Explore the possibilities of students exchange programs reciprocating mutual exchange of students regularly
3. Diversify the enrolment modality to include consistent enrollment of international students
4. Increase the number of ex-pat faculty members by inviting them physically to the KU campus or offering them online tutored courses by taking the opportunity of hybrid teaching possibilities.
5. Foster collaborative/joint research with international universities

## Strategy 1.3: Work with policymakers to create robust support for the policy ecosystem

In coordination with various policymakers, KU will establish various units that would directly connect the University with the policymakers of the state (representatives and academia). This collaboration will support the policy ecosystem/different stakeholders.

a. *Establish policy labs to facilitate robust support for the policy ecosystem*
b. *Equip with a think tank complementing government policies to act as a consulting body*

## Strategy 1.4: Foster academic innovation to improve academic performance through Research and Innovation Centers and Publications

KU will diversify its academic innovation by establishing credible research centers that will provide leadership to academics and research.

1. Establish various research and innovation centers in different schools. Some of the centers that are in pipelines are as follows.

a. Entrepreneurship and Innovation Center

b. Center for Agri-business Studies

c. Research Center for Media and Culture

d. Research Center for Language and Literature

e. Think Tank in Constitutional Law

f. Center for Transitional Justice and Development

g. Department wise journal and research papers publications

h. Centre of Excellence of Glaciology

i. Pilot Scale Bioprocess Technology Research Centre

j. Bio prospective Research Centre

k. Photonic Lab

l. Theoretical and Computational Research Centre

m. University Community Pharmacy

## Goal 2: Engaging the Primary Audience in substantiating the goodwill of the University

**Strategy 2.1: Building a strong both within the faculty members, staff, and current students by nurturing their well-being and personal growth**

The primary audiences are the flagbearers of the University's brand. Their well-being, personal growth, and satisfaction directly affect the University's brand equity.

1. Provide security of the well-being and personal growth of the faculty and staffs

Cultivate the proper working environment in schools, departments, programs, and units by providing the required infrastructure and resources.

**Strategy 2.2: Initiate different students let initiatives to foster a culture of inclusiveness and participation**

Existing students are the face value of the University's brand. Their active engagements and participation in different programs, events, and activities will advocate the vibrancy of students 'campus life.

1. Establish opportunities for Student-led Innovations in different schools.
2. Encourage students 'participation in various Intellectual and professional development groups
3. Launch various Student-led media activities and publications
4. Cultivate a culture of student-led art and design exhibitions and expositions
5. Establish Alumni Association and initiate potential collaborations

**Strategy 2.3: Establish KU Alumni Associations in the central, as well as schools, and department level**

The former students of KU are the loyal brand ambassadors of the University. Their inputs and support will foster collaboration and establish a long-lasting culture of camaraderie and bond. Hence reconnecting with the alumni is essential.

1. Establish a central KU Alumni Association as an umbrella association
2. Establish school level Alumni Association to gather the like-minded alumni group
3. Establish department level/program level Alumni Associate for the unique programs and disciplines. E.g. Music, Fine Arts

## Goal 3: Consolidating and Standardizing Kathmandu University as a brand for consistency and visibility

### Strategy 3.1: Ensure consistent brand guidelines across all schools and department

The University has a challenge in making sure all dissemination centers with cohesive brand guidelines for consistency in brand visibility. The use of logos, letterhead, visiting cards, social media posts, etc. will be standardized, ensuring consistent KU brand representation. This brand guideline will help to foster a sense of familiarity, dependability, and trust for prospective students.

1. Formulate a standardized brand guideline to be followed in all schools and programs
2. Help design consistent across campus by providing lockable templates for everyone to use brand assets correctly

### Strategy 3.2: Produce various merchandises to propagate the brand visibility of the university

1. Establish a creative unit under the School of Arts to design and produce various merchandise reflecting the brand of KU
2. Avail the merchandises of the university who wish to acquire them

### Strategy 3.3: Build a digital-friendly brand and revisit the University websites

The digital platform is an ever-growing realm that new generations are attuned to. Hence any publicity materials and the university brand must be digital-friendly. In addition, the existing websites of different schools and programs are not cohesive; hence a coherent design consistency and hierarchical template are required to create uniformity.

1. Build various lockable templates for various digital media platforms to ensure brand coherence.
2. Revisit visuals and consistency of university websites across the schools and departments.
3. Maintain uniformity within diversity with cohesive visual identity and brand guidelines across all platforms and media.

## *Strengths*

- All the schools have been able to take admission in full capacity despite the situation of pandemic and online teaching methodology has been conducted with timely examinations and result publications.

- All the schools have been a pioneer in teaching, taking examinations and conducting admissions despite the challenging COVID situation. Thus, the schools have favorable public image, strong social capital with national and international network vis-à-vis its competitors.

- All the faculties of the university are qualified, experienced, competent, and dedicated to 'provide student-friendly environment.

- University strictly followed academic calendars throughout the year, though physical classes were interrupted by COVID 19 crisis. Inter alia, schools conducted all theory classes and practical activities in such a way that, the semester was neither lost nor the quality of training was compromised.

- KU has applied the advance teaching methodology/pedagogics, as recognized by top universities of the world. All the schools have been able to deliver quality learning environment with innovative practices and participatory learning since its inception period. Significant portion of student's evaluation is based on practical and extracurricular activities, in addition to examinations.

- The constantly updated curricula have enabled the students to cope with new advancements in their respective fields.

- The university has been offering multidisciplinary courses providing differentiated products offered through teamwork and cooperation between schools.

- KUSMS is running with the collaboration of KU and DH. Institutes are community supported, community participated and community owned organizations. The collaboration of these two organizations to run medical education program through KUSMS has significantly contributed in human resource development of the country. (KUSMS)

- Smooth and effective decision making without many bureaucratic hustles are main reasons of early conceptualization and implementation of innovative programs. It is the first university established by private sector with financial self-sustenance.

- Various international health related researches are currently being conducted in DH, KUH and KUSMS affiliated medical colleges. With the accomplishment and achievement of these researches, KUSMS has proven its capacity of international collaborative researches and has opened door for further researches in future. (KUSMS)

- Health care facilities under constituent and affiliated medical colleges have contributed significantly to health services to Nepal. Especially during Covid 19 crisis, some of the hospitals of KUSMS provided services to thousands of patients as a dedicated Covid Hospital.

- The alumni network of Kathmandu University has grown all around Nepal. 45.8% of total registered doctors in Nepal Medical council are graduate of KUSMS, and among them, 27.15% of specialists were trained in KUSMS.

- Enrollment of foreign students along with making academic stay and transition as smooth and enjoyable as possible.

- With minimum students (in comparison with other Nepalese Universities), KU has been able to monitor, evaluate and supervise all the students delivering maximum benefit.

- Flexible in adapting a change in educational environment.

- The lack of sufficient physical infrastructure at most of the schools has limited the possibility of accommodating additional students and incorporating new courses. Thus, the brand value of university is not materialized. The university also has minimum residential facilities for students, faculties and staffs.

- Kathmandu University lacks attractive faculty retention programs and incentives, as a result of which the university is not able to retain and attract competent faculties. The physical distance of schools from Kathmandu valley and excessive transportation cost has added to the problem. Hence, the university lacks adequate number of academicians, professionals and research candidates.

- No research publications have been made possible in regular intervals via collaboration with Sage, Springer, Taylor and Francis.

- Limited access to current international literature and journal articles limiting the skills development of students and knowledge transition.

- The weak feedback mechanism.

- Weak Knowledge Management System and Education Management Information System has made it difficult for skills transfer. The absence of Database Management System (DBMS) has made it almost impossible for knowledge transfer with redundancy of work and thus requires dedicated team with expertise and experience.

- Centralized decision-making (finance, HR) is time consuming and delays the essential works along with increasing dependency.

- The ineffective Human Resource Management has increased the workload of faculties whose Job Description is not clearly defined. Most of the staff members are either stagnant or un/semiskilled, thus adding more liability. Hence, the faculty members are overburdened by 'menial 'looking jobs as professors teach 3 courses per semester.

- Kathmandu University is still considered private, expensive and unaffordable to middle class and marginalized citizens. We need to change this perception of those citizen as well as government sectors via effective strategies.

- Financial resources are majorly dependent upon student's fee only, neglecting other plethora of sources in international practice.

- Approved standard workload guideline for the faculties is not available in some Schools. For assignment of workload equitably and to maximize the teaching efficiency, research activities, and other services to the University, it is very essential to define the workload of faculties at various positions.

- Enrollment of foreign students is small.

- Compare to research fund the output is not largely visible.

- Intellectual property right through patent right is missing

- As per the recent trends in Nepal and as compared to foreign universities, the attraction in inter-disciplinary programs is increasing which can be materialized.

- Potential for developing as a think-tank with utilization of competent and expertise of faculty members.

- Potential for expanding to Open Distance and Flexible Learning Resource Center (assessment system, interface between IT and learning).

- The brand materialization can be fully achieved with trust and social capital through projects with national and international partners in absence of competent rival in Nepal. The discourse has set the scene that KU is good for quality.

- Strong scholarly community of universities 'alumni network has increased the brand value of university and increased the possibility of cooperation with corporate sectors and government sectors. Hence, it is the right time for a planned expansion in the form of collaboration with federal and subnational governments.

- Strong presence of qualified human resources and required facilities in the remote part of the country as an outreach canters can be a model of health care delivery service in the country. (KUSMS)

- Design and implement various pandemic related programs such as Critical Care training centers, Genomic research lab, short term training courses to deal natural disaster like pandemic. (KUSMS)

- Consolidation of the existing programs and expansion of hospital service through addition of subspecialty hospital at Chaukot (KUSMS)

- KU can be an example of how the new educational ecosystem be developed in the post/pandemic contexts in Nepal.

- KU can play lead role in hydropower development and green hydrogen research.

*Threats*

- The insufficient fund for growth due to small student size and dependency on small fee-based income only has loomed within the university. And it has threatened the potential of providing state-of-the art educational programs.

- Inadequate funding to the university and limited human resource for smooth functioning.

- The increasing international migration of students which was 63,259 in FY 2018-19 and 34,094 in FY 2019-20, despite the threats of pandemic.

- Lack of transdisciplinary and multidisciplinary approach and lack of enough diversification in programs may debilitate the existing reputation.

- Failure to build strong and active strategic alliance with other institutions and inadequate actions for utilizing the alumni network may isolate the university in the long run.

- Lack of expatriation facility (Knowledge Management System) and absence of Database Management System is widening the gap between current trends and practice.

- Covid 19 pandemic has disrupted academic calendar of technical educations and has also added to the vulnerability of academic programs. Since these are skill-oriented programs, learning and mastering skill may be compromised as a result of repeated lockdown.

- The interference from politically motivated personnel and organization in decision making level may limit the efficiency and transparency.

- The possibility of categorizing it as a local or provincial University and restrict funds and priorities. So, early expansion in all of the provinces is a Sine qua non.

- Increasing fees and decreasing the household budget as a result of the pandemic may thwart the revenue model and student enrollment.

- Student enrollment in some of the programs is declining. The possible reasons behind this need to be reviewed for the needful corrective action plan. It would be wiser to align tuition fee with the specific program requirements rather than making it uniform across the board.

- Foreign Universities luring the students with attractive packages.