

**THREE-YEAR STRATEGIC PLAN (2020-2022)**

**ON**

**QUALITY ASSURANCE**



**Mid-Western University**  
**Quality Assurance Committee (QAC)**

Birendranagar, Surkhet, Nepal

2020

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## **Strategic Planning Team**

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## **Preface**

Mid-Western University has been strongly committed to deliver quality education through its various academic programs and research works. In order to undertake internal quality assurance related matters, the University has the provision of Quality Assurance Committee (QAC). The Committee headed by Vice-Chancellor has formulated the Operational Policy and Guidelines on Quality Assurance-2019' as the first source document to govern quality assurance activities at all levels of the University following the guidelines of Higher Education Quality Assurance and Accreditation Council (HEQAAC) published by University Grants Commission, Nepal. In addition, the University has established Quality Assurance and Accreditation Division (QAAD) to help strengthen institutional capacity and enhance the culture of quality assurance at the Institution.

This three-year strategic plan on quality assurance will orient the University towards its QA development to become '*the center of academic excellence*' for higher education in the country. More specifically, the Strategic Plan will provide a clear direction for the University to execute QAA related plans of action.

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## **List of Abbreviations**

IQAC	Internal Quality Assurance Committee
JD	Job Description
LOI	Letter of Intent
MWU	Mid-Western University
PRT	Peer Review Team
QAA	Quality Assurance and Accreditation
QAAD	Quality Assurance and Accreditation Division
QAC	Quality Assurance Committee
QASC	Quality Assurance Sub-Committee
SAT	Self-Assessment Team
SSR	Self Study Report
SWOC	Strengths, Weaknesses, Opportunities and Concerns
TOR	Term of Reference
UGC	University Grants Commission

## **Introduction**

### **1.1 Preamble**

Mid-Western University (MWU) is a public higher education institution established in 2010 with the investment of Nepal Government for making available opportunity of quality education to the general public on Arts, Science, Law, Management, Education, Technology and other vocational subjects. The mission of the University is to serve the people of Nepal and enrich global learning community by extending the advantages of higher education in much deprived areas of the country.

The University is strongly dedicated to become "the Centre of Academic Excellence" in teaching-learning, research and innovation and policy advocacy. The ultimate goal of the Institution is to establish a culture of inquiry-based learning in the country and thereby spread the benefits of knowledge by providing access to a large number of its stakeholders.

As stated earlier the University is strongly committed to impart quality education through its various academic programs. For the purpose, the Institution has envisioned a provision of having in place the four tiers of quality assurance structural mechanism. First, the Quality Assurance Committee (QAC) at the central level is headed by the Vice-Chancellor and composed by the Registrar, deans, the head of the examination management office and the executive director of curriculum development center. The primary function of this Committee is to formulate the necessary plans and policies for academic quality determination and to govern all QAA related matters in the Institution. Second, Quality Assurance Sub-Committee (QASC) at faculty level is headed by the respective faculty dean consisting of representative of subject committee chair, representative of campus chief/program director, industry representative, a QAA expert and a senior professor. The function of this sub-committee is to maintain the quality

standard in the respective faculty to meet the University objectives and approve SSR preparation schedules, plan of action and budget for SSR preparation submitted by the campus or program level committee. Third, Internal Quality Assurance Committee (IQAC) at the campus or institution level is a functional committee headed by the respective campus or institution chief. Its primary function is to guide and hold control over the campus level committee pertaining to quality conformance and assurance. Finally, Self-Assessment Team (SAT) at the campus and program implementation level is to prepare SSR of the institution and make presentations to concerned authorities and stakeholders.

Quality Assurance and Accreditation Division (QAAD) has been established in 2019 to govern, coordinate and guide all the four tiers of QAA mechanism of the University.

The University has recently formulated a policy document entitled the 'Operational Policy and Guidelines on Quality Assurance-2019' following the guidelines of University Grants Commission (UGC), Nepal in order to develop a quality culture in the institution. The University has emphasized on harmonizing following eight generic criteria of QAA system (as stated in Policy and Guidelines on Quality Assurance-2019 of Mid-Western University):

- i.* QAA policy, procedures and good governance in place,
- ii.* Transformation and continuous improvement of curricular aspects,
- iii.* Quality teaching-learning and evaluation system,
- iv.* Continuous conduction of research, innovation and community and industry extension activities,
- v.* Development of university-wide infrastructure and teaching-learning resourcefulness,



- vi.* Student-centered support, guidance, development and promotion activities,
- vii.* Robust university-wide information system in place, and
- viii.* Having provision of effective information system.

## **1.2 QAA Strategic Vision, Mission, Goals and Objectives Statement of the University**

### **1.2.1 Vision**

Mid-Western University aims to harmonize quality with universal relevance of its service delivery through continuous improvement and commitment to quality management processes.

### **1.2.2 Mission**

The mission of Mid-Western University regarding quality assurance is to help strengthen institutions with trained and capable human resources, efficient processes and technologies for effective delivery, evaluation and conformance of quality with universal relevance and significance to be the 'center of academic excellence'.

### **1.2.3 Goals**

The goal of the University with regards to internal quality assurance is to help all its campuses to get QAA certificates and to sustain the quality culture for further excellence.

### **1.2.4 Objectives**

The objectives of Mid-Western University regarding quality assurance are enlisted as follows:

- a. To develop and implement formal quality assurance systems, policies and procedures to help the activities in the University to be consistent and responsive to the vision, mission, goal, and objectives of the University;

- b. To provide expertise to assure the universal significance and relevance of delivered quality of its services;
- c. To formulate QAA system governance policies and guidelines;
- d. To facilitate QAA system enactment at all levels of the University.
- e. To facilitate campuses of the University to develop internal quality assurance mechanism;
- f. To help the Institution to assess their strengths, weaknesses, opportunities and concerns;
- g. To conduct training and workshops on enhancing internal quality assurance of the institutions in coordination with the University, campuses and University Grants Commission, Nepal and any other international QA agencies;
- h. To provide necessary advice and suggestions to the University and other policy making bodies of the University on QAA related matters;
- i. To establish and maintain linkages, networking, exchanges, cooperation and collaboration for enhancing quality;
- j. To help the Institution to improve their performance;
- k. To collaborate with national and international bodies/societies on quality accreditation;
- l. To help campuses to get QAA certificate; and
- m. To facilitate research and innovation on QAA.

### **1.3 QAA Division: An Overview**

Established in line with the organization structure of the Institution, QAA Division is to undertake quality assurance and accreditation related matters. The Division has been formed with the following staffing:

Executive Director of the Curriculum Development Center:

Executive Director, QAA – 1,  
Expert, QAA – 1,  
Specialist, QAA -1,  
Admin/Finance Officer – 1 and  
Office Attendant

The following are the duties and responsibilities of the QAAD (as stated in the Operational Policy and Guidelines on Quality Assurance-2019 of Mid-Western University):

- a. To formulate and take the responsibility of implementing various policies, strategies, action programs, and budgeting pertaining to quality assurance and accreditation of the University and its programs and campuses;
- b. To facilitate the functioning of different quality compliance and assurance sub-committees at faculty level and committees at institution level, specifically, QASC, IQAC and SAT;
- c. To initiate effective monitoring, evaluation, accountability and learning (MEAL) function pertaining to quality assurance across the various tiers of the structural mechanism;
- d. To manage day-to-day functional operations of the Office of QAA Division; maintain official records QAC; manage physical infrastructure and other resources required for QAC and QAAD; support QASC and IQAC making them resourceful;
- e. To establish a roster of experts to be engaged in various functions of QAA process of the University;
- f. To provide with effective logistics support for the conduction of regular meetings of QAC;
- g. To coordinate with QAC, QASC, IQAC, SAT and other task committees to facilitate all the matters pertaining to quality assurance function within the University;

- h. To organize conferences, workshop, study visit and other related events to promote a culture of universal quality in higher education;
- i. To establish and implement QAA related policies, strategies, action programs, and budgeting with respect to accomplishing the certification process of equivalence and recognition of various higher education degrees earned by the graduates from different universities;
- j. To manage the office and day-to-day functional operations of the Equivalence Section as an integral function of quality assurance;
- k. To facilitate the QAA process of all the higher education institutions under the University and conduct their internal review when and as needed; and
- l. To accomplish other works as deemed necessary from time to time.

#### **1.4 Value System and Working Principles**

The University aims to transform the Institution into a global learning community. The core institutional values include -

***Collaboration and partnerships:*** Promotion of effective cooperation and partnerships with the industries, education institutions, governments, beneficiary communities and professional societies.

***Compliance:*** Compliance with the national and international rule of law and system practices to safeguard natural environment and promote the empowerment of gender, social inclusion and access from every respect of diversity.

***Equality and harmony:*** Universal compliance on non-alliance and equal treatment with respect and dignity at individual, institutional and national levels to build and promote everlasting harmonious relationships.

***Integrity, openness and respect:*** Embracement of ideas, inquiry and expression and due respect to difference, environment and individuality.

***Responsiveness and accountability:*** With the norms and values on socio-ethical responsiveness and obligation.

***Rich in commitment:*** Rich culture of fulfillment of its commitment towards all stakeholders always.

***Professionalism:*** Promotion of high standard of expertise and professionalism in all its services.

***Excellence:*** Ensuring quality teaching, research and provision of excellent services to the public.

## Section 2

### Critical Analysis of QAA Aspects of the University

Strengths, weaknesses, opportunities and threats/challenges of the University regarding quality aspects are dealt with below:

#### 2.1 Strengths

- Qualified and dedicated teaching and non-teaching staff
- Becoming a leading institution in *Karnali* Province, Nepal through delivering quality education
- Having Quality Assurance and Accreditation Division (QAAD) in place to look after all matters related to internal quality assurance in the Institution.
- Quality Assurance Committee (QAC) has formulated Operational Guidelines on Quality Assurance-2019 as a university-wide master document to govern the mission of QAA within the University
- The QAAD is well equipped with computers, projectors, videoconferencing devices, camera and printers.
- The QAAD is facilitating all campuses of the University in quality process.
- Campuses of the University are in the process of QAA accreditation.

#### 2.2 Weaknesses

- No budget is allocated to QAAD by the University for its regular activities.
- The QAAD does not have sufficient and skilled manpower to operate it smoothly.
- No campus of the University is accredited by UGC Nepal yet.
- Many campuses of the University are only limited to Letter of Intent (LoI).

## **2.3 Opportunities**

- The University aims at imparting quality education through its various academic programs.
- The University is striving to work for getting recognized in the country for its higher ranking and quality education.
- The University will gain high national and international image for imparting quality higher education on various disciplines and research and innovative works.
- The University will establish its good relationship with academic and industrial communities home and abroad.
- The University will help enhance qualitative development of the country through quality education.

## **2.4 Threats/Challenges**

- The University is in the initial phase of its QAA process so that it has yet to achieve its standard for delivering quality education.
- The University may face time constraints so it has to facilitate all of its campuses for getting QAA certificate.
- No budget has been allocated to QAA related activities by the University so it may be difficult to operate its regular activities.
- The University lacks sufficient manpower in the QAA Division for its effective running.

In order to prioritize QAA activities at the University, internal resources have to be generated. Stakeholders of the University should have easy access to information about QAA. The University should carry out more researches and interactions on the development of its QAA for its effectiveness and proper implementation.

Mid-Western University Quality Assurance and Accreditation Division (QAAD) will work on QAA process of its institutions, its certification, research and development and publication of its QAA related policy, guidelines and research findings.



### Section 3

#### Three Year Strategic Plan of QAA (2020-2022)

<b>Strategic Plan of QAA (2020-2022) on Quality Assurance</b>			
<b>Actions</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Resources Needed</b>
<ul style="list-style-type: none"> <li>• Arrange field visits to four or five QAA accredited constituent and affiliated campuses of Tribhuvan University and Kathmandu University across Nepal for observing QAA practices.</li> </ul>	QAAD Campus/ program	Jan 2020	University budget
<ul style="list-style-type: none"> <li>• Provide support in formulating Internal Quality Assurance Committee (IQAC) and Self-Assessment Team (SAT) at the Institution.</li> </ul>	QASC IQAC	Jan-Feb 2020	University budget
<ul style="list-style-type: none"> <li>• Manage a university-wide or campus-wide interaction program to discuss the QAA process and its rationale.</li> </ul>	IQAC QAAD	Mar 2020	University/ campus budget/UGC grants/ Other
<ul style="list-style-type: none"> <li>• Identify the current status of QAA of all campuses of Mid-Western University by conducting gap analysis.</li> </ul>	IQAC QAAD	Apr 2020	University/ campus budget/ UGC grants/Other
<ul style="list-style-type: none"> <li>• Organize QAA orientation and workshops for IQAC and SAT members of all campuses of the University to promote a culture of universal quality.</li> </ul>	QAAD	May 2020	University/ campus budget/ UGC grants/Other

<ul style="list-style-type: none"> <li>• Help and orient the campuses to prepare necessary documents for applying Letter of Intent (LoI) to University Grants Commission, Nepal for taking part in QAA certification process.</li> </ul>	QAAD	June 2020	University budget
<ul style="list-style-type: none"> <li>• Facilitate QAC, QASC, IQAC, SAT and other task committees in all the matters pertaining to quality assurance function within the Institution.</li> </ul>	QAAD	July 2020	University budget /UGC grants
<ul style="list-style-type: none"> <li>• Revise the QAA guidelines of the University to go in line with any guidelines related to QAA, issues related to QAA by UGC, Nepal.</li> </ul>	QAAD	July 2020	University budget /UGC grants
<ul style="list-style-type: none"> <li>• Orient Self-Assessment Team (SAT) and IQAC (Internal Quality Assurance Committee) members of campuses on interactive online portal.</li> </ul>	QAAD	Aug 2020	University budget
<ul style="list-style-type: none"> <li>• Prepare the roster of assessors and orient them on code of conduct and professional ethics.</li> </ul>	QAAD	Sep 2020	University budget
<ul style="list-style-type: none"> <li>• Conduct annual refresher trainings to QAA staff and members of SAT and IQAC.</li> </ul>	QAAD	Oct 2020	University budget
<ul style="list-style-type: none"> <li>• Equip the QAA Division of the University with adequate human resources and equipment.</li> </ul>	QAAD	Nov 2020	University budget

<ul style="list-style-type: none"> <li>• Provide feedback on QAA related matters to UGC Nepal, if demanded for.</li> </ul>	QAAD	Nov 2020	University budget
<ul style="list-style-type: none"> <li>• Review the existing QAA guidelines of the University, if necessary.</li> </ul>	QAAD	Dec 2020	University budget
<ul style="list-style-type: none"> <li>• Perform survey on stakeholder's feedback about problems faced by them and suggestions to make SSR Preparation process handier.</li> </ul>	QAAD	Dec 2020	University budget
<ul style="list-style-type: none"> <li>• Update the QAA Division's website on a regular basis.</li> </ul>	QAAD	Dec 2020	University budget
<ul style="list-style-type: none"> <li>• Communicate regularly with UGC Nepal in order to get updated on QAA matters.</li> </ul>	QAAD	Dec 2020	University budget
<ul style="list-style-type: none"> <li>• Provide guidance and assistance to all campuses of the University to prepare following QA related policy and procedure documents: <ul style="list-style-type: none"> <li>➤ Strategic plan of the Institution</li> <li>➤ Annual plan and programs of the Institution</li> <li>➤ Academic calendar of the Institution</li> <li>➤ Organizational structure of the Institution</li> <li>➤ Formats for performance appraisal: peer appraisal, self appraisal, student appraisal and supervision appraisal</li> <li>➤ Guidelines/directives addressing ToR/process of individuals</li> </ul> </li> </ul>	Academic council, MWU QASC IQAC SAT	Jan- July 2021	Human resources University /campus budget/UGC grants

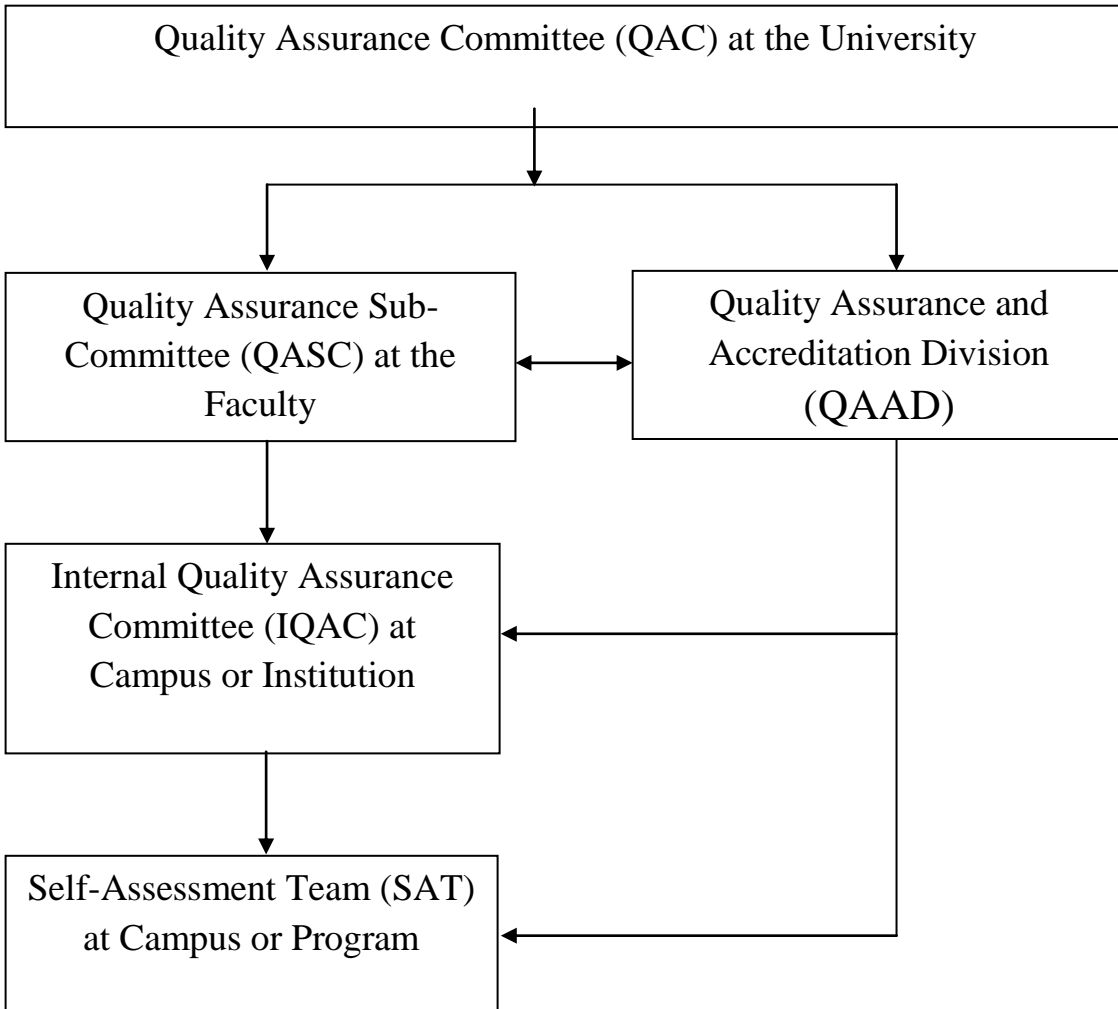
<ul style="list-style-type: none"> <li>➤ Scholarship guidelines and list of scholarships offered</li> <li>➤ List of students' code of ethics</li> <li>➤ Admission policy/process of students</li> <li>➤ Guidelines addressing the internal examination provision and assessment system of the Institution</li> <li>➤ Annual teaching plans of all the teachers</li> <li>➤ Institutional policy on methods of teaching-learning and research</li> <li>➤ Comprehensive guidelines incorporating JD/ToR and other functional processes of the committee</li> <li>➤ Annual budget of the Institution</li> <li>➤ Faculty development plan of the Institution</li> <li>➤ Research policy of the Institution</li> <li>➤ Master plan of the Institution</li> <li>➤ Library operational calendar of the Institution</li> <li>➤ Procurement plan/contract of the Institution</li> </ul>			
<ul style="list-style-type: none"> <li>• Facilitate all Institutions to prepare Self-Study Report (SSR)</li> </ul>	QAAD	Aug-Dec 2021	University budget
<ul style="list-style-type: none"> <li>• Assist all the institutions to submit Self-Study Report to QAAD, MWU and QAAD, UGC</li> </ul>	QAAD IQAC	Dec 2021	University budget

<ul style="list-style-type: none"> <li>Carry out internal peer evaluation/review of campuses and provide feedback for its improvement to get QAA certificate.</li> </ul>	QAC QAAD	Jan- May 2022	University budget/ UGC grants
<ul style="list-style-type: none"> <li>Help the institution to prepare graduate tracer study.</li> </ul>	QAAD IQAC	June 2022	University budget/ UGC grants
<ul style="list-style-type: none"> <li>Initiate effective monitoring, evaluation, accountability and learning function pertaining to quality assurance across the various tiers of the structural mechanism.</li> </ul>	QAC IQAC QAAD	July 2022	University/c ampus budget
<ul style="list-style-type: none"> <li>Conduct quality audit and checks of the Institution.</li> </ul>	Planning, Development and Monitoring	Aug 2022	University budget
<ul style="list-style-type: none"> <li>Perform performance audit of the Institution.</li> </ul>	Planning, Development and Monitoring	Sep 2022	University budget
<ul style="list-style-type: none"> <li>Publish journals /newsletters/ bulletins on QAA related matters.</li> </ul>	IQAC Campus	Oct 2022	University budget
<ul style="list-style-type: none"> <li>Prepare a five-year strategic plan (2023-2027) on QAA of the University</li> </ul>	QAC QAAD	Nov- Dec 2022	University budget

## Section 4

### Organization Structure

The organizational structure of the quality assurance mechanism at Mid-Western University is presented as follows:



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