



**KHESAR GYALPO UNIVERSITY OF MEDICAL SCIENCES
OF BHUTAN
STRATEGIC DOCUMENT**

2022-2026

Khesar Gyalpo University of Medical Sciences of Bhutan



**KHESAR GYALPO UNIVERSITY OF MEDICAL
SCIENCES OF BHUTAN**

STRATEGIC DOCUMENT

2022-2026

Contents

Preface

Section 1: Introduction	1
1.1 Background.....	1
Section 2: The Logo.....	3
2.1 Composition of Logo	3
2.2 Significance of the Logo	3
Section 3: Core Areas of Development	4
3.1 Vision:.....	4
3.2 Mission	4
3.3 The Core values	4
3.4 Core Strategies Areas:.....	4
Section 4: Key Performance Indicators.....	5
Section 5: Strategic Goal, Objectives, and Action Plans	7
5.1 Learner-Centered	7
Goal 5.1.1 Create a learner-centred environment leading to student growth and Success	7
5.2 Human Resources:	8
Goal 5.2.1: Ensure an adequate number of qualified and competent Human Resources at the University	8
Goal 5.2.2: Enhance and sustain a culture of excellence in staff management and performance.....	8
5.3 Academic Development.....	9
Goal 5.3.1: Achieve and sustain academic excellence based on learner-centred, discovery-driven, and competency-based curricula.....	11
5.4 Research Development	11
Goal 5.4.1: Establish a research governance structure	11
Goal 5.4.2: Promote and strengthen research and innovation.....	12
Goal 5.4.3: Enhancement and promotion of awareness and understanding of research findings to enable informed decision making and evidence-based practices and branding of the university	12
5.5 Infrastructure and Resources.....	12
Goal 5.5.1: Strive for fiscal self-reliance and sustainability to enrich the teaching and learning environment.....	12
Goal 5.5.2: Fully modernize campus facilities and infrastructure to create a conducive environment that is accessible and inviting to students, staff, and faculty.	13
5.6 Good Governance	13
Goal 5.6.1: Strengthen governance and oversight of the University and its constituent faculties	14
Goal 5.6.2: Promote visibility of the University both within and outside the country	14
Section 6: Monitoring Matrix.....	15
Learner-centred Education	15
Human Resource Development	22
Academic Development	38
Research Development	48
Infrastructure and Resource Management	55
Good Governance	65

PREFACE

The establishment of the Khesar Gyalpo University of Medical Sciences of Bhutan as an autonomous organization is not only necessary but a significant step towards accelerating and achieving self-sufficiency in health human resources to enhance the quality of future Bhutanese health care services by enabling the country to plan for health human resources and also the super-specialized centers. With this, all the constituent faculties of the university are now set to provide high-quality medical and health education thereby uplifting the standards and credibility of the university.

The KGUSMB strategic plan 2022-2026 is the first strategic plan for the University. The Strategic Plan 2022-2026 is the result of multi deliberations with the management, faculties, and relevant stakeholders.

Management with three constituent faculties (FNPH, FoPGM, FNPH) and MECRIT held the five-day workshop to identify key areas of development resulting in the overall University targets. Leaders from each faculty, management from the Office of the President, and the Head of the MECRIT were actively involved in the discussion and formulation of the university's goals. The document was also endorsed in the 9th session of the University Governing Council chaired by the Hon'ble Prime Minister.

The Strategic Document outlines the long-term direction of the university in terms of vision, mission, and core values. These documents serve as a guide for the university to carry out all activities and monitor and assess the progress of the university. An annual breakdown of targets is also set to help the University in developing its annual work plan and performance agreement.

I would like to extend my gratitude to all faculties and staff for their support and contribution towards developing this document. This document will provide guidance and help in charting the way in the years ahead.



President

Section 1: Introduction

1.1 Background

Bhutan has made great strides in providing health care services and making remarkable contributions to the health and happiness of the people. However, the country is marred with the continual shortage of both doctors and other health professionals. Bhutan has 4.6 doctors and 20.9 nurses per 10,000 population. In the Global health context, “the SDG index threshold” for Universal Health Coverage indicated the minimum need of 4.5 doctors, nurses and midwives per 1000 population. While the internationally accepted standard of nurse-bed ratio is around **1:3 in teaching hospitals** and 1:5 in general hospitals, JDWNRH has a nurse bed ratio of 1:6. And as per the MoH HRD Plan, our country needs to meet a gap of 195 GDMOs to be filled by 2026.

Also, with the upcoming new specialized health centres such as 150 bedded Mother and Child Care Hospital, 20 bedded Eye Hospital, 20 bedded ENT hospital, Cancer Institute, Kidney and Dialysis Unit, National Infectious Disease Centre at Gidakom, and about ten Trauma and Emergency Centres, our country will be in shortage of more numbers of health workers. Therefore, even by crude calculation, Bhutan would require another 150 doctors to reach the minimum desired level of doctor to population ratio which is a standard norm of any medically sound nation.

Hence, the establishment of the Khesar Gyalpo University of Medical Sciences of Bhutan is not only necessary but a significant step towards accelerating and achieving self-sufficiency in health human resources to enhance the quality of future Bhutanese health care services by enabling the country to plan for health human resources and also the super-specialized centres. In the coming years this will create a new working place for a knowledge-based society with teaching, learning, and research activities, not only to serve the Bhutanese needs but also to contribute to the global knowledge bank. Further, the medical university could also provide an opportunity to develop training and research programs based on the latest principles, specific health needs and produce medical and health professionals who would embody the compassion, wisdom, values, and traditions of the unique health care systems of Bhutan providing equal importance for both traditional and allopathic systems of medicines.

Therefore, The Royal Government of Bhutan, enacted the "***University of Medical Sciences Act of Bhutan (UMSB) 2012***" on the 25th Day of the 11th Month of Iron Female Rabbit Year of the Bhutanese Calendar corresponding to 18th January 2012, which mandates the establishment of UMSB as an "*overarching university for existing Institutions engaged in medical and health care education and training programs in the country and new institutions established hereinafter*".

The University was renamed the Khesar Gyalpo University of Medical Sciences of Bhutan by Her Gyaltsuen, The Queen of Bhutan on 28th March 2015 thereby befitting our King's effort toward their selfless service to nation-building.

The Strategic Document outlines the University's long-term direction in terms of vision, mission and core values. These are expected to be delivered through the six key themes of development namely Learner-Centered, Human Resource Development, Academic Development, Research and Innovation, Infrastructure & Resources and Good Governance (LHA-RIG). Each of these areas is provided with goals, objectives, strategies, key performance indicators and targets. An annual breakdown of targets is also set to help the University in developing its annual work plans and performance agreement.

Through these strategies, key performance indicators and annual targets, the University hopes to ensure futuristic academic programmes and delivery systems that will not only continue to enhance the quality of teaching and learning but also promote research to generate new knowledge that will foster the culture of innovation and creativity and promote sustainable growth.

Section 2: The Logo

2.1 Composition of Logo

The University logo is composed of a deep blue nectar bowl in front of a 'Pecha'. The bowl contains a blooming myrobalan plant. Two intertwining snakes on the rod of Aesculapius (Asklepios), are inscribed on the front of the bowl. The 'Pecha' or religious text is bound in a flowing golden yellow scarf with a central knot. The name of the university in Dzongkha is given in a semi-circle above the plant while the English version is inscribed in a lower circle.



2.2 Significance of the Logo

The lapis lazuli bowl containing nectar signifies medicine that cures all ills, hindrances, and obstacles. The deep blue colour signifies 'Lapis lazuli', which is a relatively rare semi-precious stone that has been prized since antiquity for its intense blue colour. The blue colour also embodies infinity, ascension, purity, and healing.

The blooming myrobalan plant, the herb used for healing since ancient pharmacopoeia, signifies a selfless quest for alleviation of the sick and the suffering. It also alludes to the abundance of medicinal plants and herbs in Bhutan.

The intertwining snakes are taken from the staff or rod of Aesculapius (Asklepios), the mythical God of Medicine according to the ancient Greeks. The staff of Aesculapius is generally adopted worldwide as a universal symbol of the practice of medicine and the art of healing.

The 'Pecha' or religious text signifies the source of knowledge, both traditional and modern systems of medicine. The 'knot' signifies comprehensiveness of knowledge while the flowing nature of the scarf denotes the flow of energy from the book to the learner. The golden yellow colour signifies the preciousness of knowledge.

Section 3: Core Areas of Development

3.1 Vision:

“A premier centre of excellence in medical education, research, and quality healthcare.”

3.2 Mission

1. To develop state of art, learner-centered, integrated, and humanistic training curricula that meets the health needs of people in consonance with the Human Values and Gross National Happiness
2. To develop human resources for sustained high-quality patient-centered care
3. To contribute towards evidence-based health policies and practices through research and innovation

3.3 The Core values

The Khesar Gyalpo University of Medical Services will fulfil its aspirations in providing quality education, research and health care services based on the following five core values and principles:

1. **Professionalism** in the delivery of services
2. **Respect** to all the ecosystem of humans, animals and nature encompassing all sentient beings
3. **Integrity and interdependence** in fulfilling the aspirations of the university as one family
4. **Compassion** in all services deliveries in consonance with the GNH values
5. **Enterprising** through innovation, brand building, and marketing strategies

3.4 Core Strategies Areas:

The KGUMSB strategy (2021-2026) core area is an acronym “*LHA_RIG*” which stands for *LHA* - God and *RIG* - Wisdom; meaning the wisdom of Gods in Dzongkha. It is this wisdom that will provide direction for the development to reach the aspirations as enshrined in the Act.

- **Learner-centred** to provide state of art medical and health education
- **Human resources** that are competent and motivated to fulfil the university aspirations and goals
- **Academic** that encompasses intellectual content, addresses societal needs, and a competency-based curriculum
- **Research** that contributes to evidence-based teaching-learning practice, critical thinking, intellectual development, to support informed policy decisions to enhance the quality of healthcare services, and drives passion within the faculty members and students providing a unique teaching-learning experience into a critical inquiry, analysis, discovery and innovation
- **Infrastructure and resources** that support and create a conducive environment for student growth and academic learning, research and quality patient care services
- **Good Governance** promotes professionalism with transparency, efficiency, accountability and national and international networks

Section 4: Key Performance Indicators

Sl. No.	Key Performance Indicators	Unit	Baseline 2021	Target (Annually)				
				2022	2023	2024	2025	2026
1	% of graduates employed within one year of graduation	%	66	80	80	90	90	90
2	Number of the postgraduate program offered	No.	12	1	1	1	1	1
3	Number of students enrolled in postgraduate programs	No.	16	3	2	2	2	2
4	Number of faculty members involved in research	No.	30	10	10	10	10	10
5	Number of peer-reviewed research papers published by the faculty members	No.	9	15	15	15	15	15
6	Number of research and scholarly outputs leading to innovation, policy and practices	No.	0	1	2	2	2	2
7	Number of externally funded research projects	No.	5	10	10	10	10	10
8	Number of faculty members engaged in various external decision-making forums	No.	4	1	1	2	2	2
9	Number of faculty members engaged as resource person outside university program	No.	18	4	5	5	6	6
10	Staff satisfaction rate	%	0	90	90	90	90	90
11	Student satisfaction rate	%	0	80	80	80	80	80
12	% of students participating in community services	%	34	40	40	50	50	50
13	Number of institutes accredited	No.	1	1	1	-	-	1
14	Number of programs accredited	No.	0	2	2	2	2	2
15	% increase in the income generated by the University (The baseline year 2021 – Nu. 12.87m)	%	-	10	10	10	10	10
16	% of the annual operating budget allocated for HRD	%	0	10	10	10	10	10
17	% of staff attending short term PD program annually	%	47	50	60	80	80	80
18	% of faculty attending short term PD programmes annually	%	66	70	80	80	90	90
19	% of faculty members with Masters	%	18	19	20	20	22	25
20	% of faculty members with PhD	%	0.45	1	1	1	1	2

21	Number of international academics engaged at the University	No.	3	1	1	1	1	1
22	Number of local experts outside the university engaged by the University	No.	3	4	5	5	5	5
23	Number of faculty on the exchange programs to other universities annually	No.	0	9	9	9	9	9
24	Number of students sent for an exchange program	No.	0	10	10	10	10	10
25	Number of new programmes offered	No.	3	2	2	2	2	2
26	Number of active collaborations with external institutions for student learning, support, and research	No.	31	3	3	3	3	3
27	Number of joint research projects with national and international institutions	No.	2	4	4	4	4	4
28	Number of conferences and seminars organized	No.	2	5	5	5	5	5
29	Number of short-term courses offered	No.	9	20	20	20	20	20

Section 5: Strategic Goal, Objectives, and Action Plans

5.1 Learner-Centered

The shift of instruction from teacher-centered to student-centered is the focus of 21st-century education. Learning is not just limited to the prescribed curriculum within the University but extends beyond, based on individual needs and interests. Therefore, this paradigm shift demands the university to strive for preparing and facilitating lifelong learning through the creation of an enabling environment that fosters caring, positive, and unique student experiences for personal and professional development.

Goal 5.1.1 Create a learner-centred environment leading to student growth and Success

Objective 5.1.1.a: To establish a technology-based robust student enrolment system to admit diverse and outstanding students by 2023

Strategy:

1. Introduce a web-based online enrolment system and orientation program
2. Institute aptitude tests and interviews in selecting students in various programs
3. Institute merit-based scholarship

Objective 5.1.1.b: To improve existing and construct new infrastructure by 2023

Strategy:

1. Remodel and improve existing infrastructure
2. Build additional infrastructures

Objective 5.1.1.c: By 2023, student services will be strengthened through the provision of accessible, relevant, and responsive services.

Strategy:

1. Improve utility and ancillary services within the campus
2. Enhance the safety and security of the campus
3. Strengthen teaching-learning materials and services
4. Encourage student's participation in decision-making

Objective 5.1.1.d: To strengthen co-curricular and recreational activities in promoting wholesome education by 2022

Strategy:

1. Promote co-curricular activities

Objective 5.1.1.e: By 2023, the university will create a platform to facilitate the engagement of the university and its alumni

Strategy:

1. Launch the KGUMSB alumni association

5.2 Human Resources:

The University shall have an HR development plan to promote flexibility and growth among faculty members and staff. The University's "Condition of Service" will be flexible and dynamic to adapt to serve the modern needs of professional growth based on the principles of justice, fairness, transparency, integrity, and professional growth. This should enable the University to attract, deploy and retain the finest pool of dynamic, efficient and competent Human Resources. The university will strive for adequate resources for professional development to motivate and upgrade the knowledge and skills. The University will encourage professionals and researchers to be associated with the University as adjunct faculty either as project-based or as and when required for services.

Goal 5.2.1: Ensure an adequate number of qualified and competent Human Resources at the University

Objective 5.2.1.a: To attract, motivate and build the highly qualified, competent, dynamic and committed employees

Strategy:

1. Develop a long-term HR Master Plan
2. Establish regular monitoring and evaluation HR framework
3. Mainstream and strengthen cross-training and flexibility of movement of employees within the University
4. Mainstream and strengthen succession planning
5. Facilitate and enhance professional development program for the employees to enhance qualification and knowledge for career progression

Goal 5.2.2: Enhance and sustain a culture of excellence in staff management and performance

Objective 5.2.2.a: To strengthen and institute smart, intelligent, and competitive staff recruitment, selection and retention policies and mechanisms

Strategy:

1. Improve effective and transparent recruitment and selection process
2. Institute attractive and competitive monetary and non-monetary incentives
3. Institutionalize appropriate staff retention mechanisms
4. Enhance a conducive and safe working environment

Objective 5.2.2.b: To strengthen and achieve optimal performance of the employee

Strategy:

1. Strengthen implementation of the performance management system

2. Enhance and design a SMART (specific, measurable, attainable, relevant and timely) employee performance appraisal system
3. Institute periodic and independent organizational HR performance audit
4. Ensure HR development and performance of constituent faculties are aligned with overall University HR master plan requirements

Objective 5.2.2.c: Foster a community at the University that shares collective purpose, responsibilities and pride

Strategy:

1. Institute a robust system to motivate and stimulate a sense of belonging

Objective 5.2.2.d: Flourish faculty development programmes to enhance faculty excellence

Strategy:

1. Develop a mechanism to provide faculty development programs

Objective 5.2.2.e: Promote and sustain a culture of staff excellence through investment in the recruitment process, management and professional development and graceful exit and post-retirement management systems

Strategy:

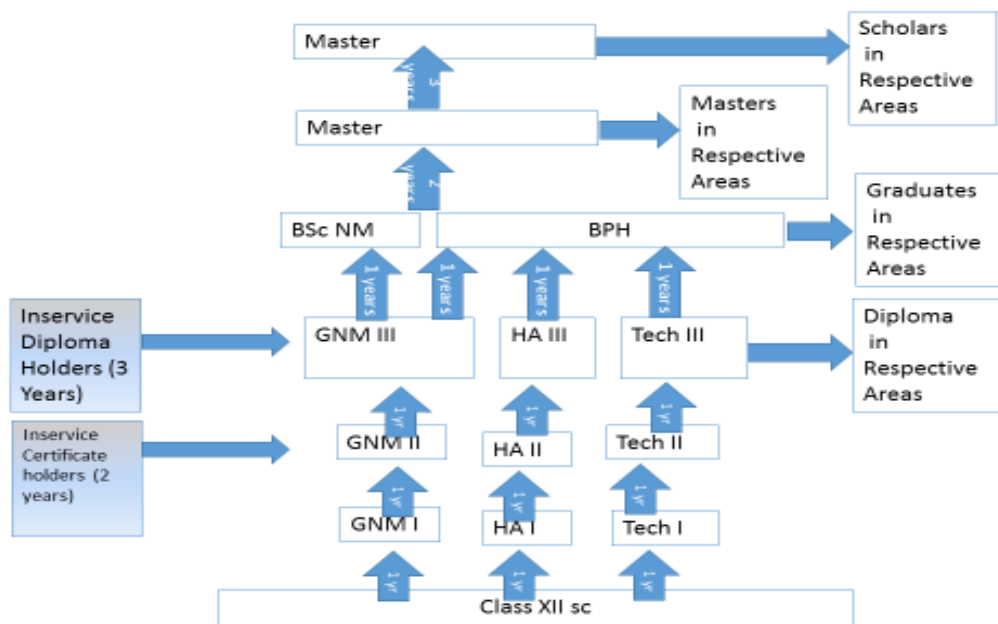
1. Institute system to promote and acknowledge a culture of staff excellence

5.3 Academic Development

The University will continue to evolve the undergraduate learning experience concerning the programs, their content, and their delivery. To this end, all undergraduate students will be engaged in a quality general education studies curriculum that provides each student with a solid foundation for lifelong learning and to be effective and engaged citizens.

The University will also be committed to developing and excelling in postgraduate programs and professional development activities. A select set of market-driven and professionally oriented masters and doctoral programs will be developed and pursued with academic rigour. Having fidelity to our learner-centred and discovery-driven mission, the graduate and doctoral fellows will enhance the teaching and research functions of the University.

KGUMSB's academic programmes shall be founded on a common generic curriculum across all the disciplines of medical education with scope for lateral entry and exit of the candidates and graduates. The University shall focus on the pyramid model of education with more general/diploma/certificate level graduates at the base and fewer candidates as we proceed on with bachelors, masters and PhDs as shown below.



The curricula for all levels of programs at KGUMSB will be based on the core competencies required to function as health professionals. With the changing technologies and the emergence of new knowledge, the university is expected to diversify programmes to ensure the relevance of the knowledge and skills that are required in the job market.

Innovative Medical Education Programme

GENERIC Curriculum	Assistant Nurse	
	Basic Principles & Techniques	General Nurse
	General Principles & Techniques	Bachelors in Nursing
		Bachelors in Lab Technology
		Bachelors in Medicine, Bachelors in Surgery (MBBS)
		Bachelors in Dental Sciences
		Bachelors in Physiotherapy
		Bachelors in Pharmacy
		Bachelors in Public Health
		Bachelors in other health sciences
	Specialised Medical & Health Sciences	MSc -Nursing & Midwifery
		MSc - Allied health sciences
		MSc - Public health
		MD/MS - Clinical disciplines
	Applied Sciences and Research	
	PhD	

We should also think of starting full degree programs for the international labour market and also to attract international undergraduate students.

Goal 5.3.1: Achieve and sustain academic excellence based on learner-centred, discovery-driven, and competency-based curricula.

Objectives 5.3.1.a: Strengthen, diversify and develop undergraduate and postgraduate programs that cater to the health needs of the country and are at par with regional and global standards.

Strategy:

1. Strengthen teaching-learning methods
2. A curriculum that is responsive to the health needs of the country
3. Need-based programs

Objective 5.3.1.b: Enhance Teaching-Learning practices by use of ICT and library services

Strategy:

1. Strengthening central library services
2. Create a centralized repository for the University
3. Strengthening ICT services
4. Increased access to the internet on the campus

5.4 Research Development

The importance of access and development of an information-rich University depends on the University having a good culture of evidence-based research practice. The field of medical and health education is a fast-flowing world of information that needs constant up-gradation of skill and knowledge. The University shall institute a platform for all students and faculty members to create and disseminate knowledge through strong evidence-based research.

University is mandated to promote and conduct research to provide evidence-based decision making and practice. The University's "Condition of Services" shall adapt to promote incentivised research and publication. Research, creative endeavour, and scholarship are products of inquiry, discovery and innovations which are expected from the faculty members and students of the KGUMSB and its constituent faculties. For these purposes, the MECRIT has been institutionalized to be a leading centre for continual professional development, and research and innovation in Bhutan.

Bhutan Health Journal has also been instituted to encourage research and publications. To enhance national and international competitiveness, the faculty members and students, wherever appropriate, are expected to compete for external funding

Goal 5.4.1: Establish a research governance structure

Objective 5.4.1.a: To ensure enabling organizational structure and mechanisms to support research and innovation

Strategy:

1. Formulate University policy directives on research and innovations.
2. Establish a University Research Committee to evaluate and prioritize research initiatives for resource allocation.

3. Institute functional Institutional Review Board (IRB) to conduct an ethical review of research protocols

Goal 5.4.2: Promote and strengthen research and innovation

Objective 5.4.2.a: To encourage research and innovation in the University

Strategy:

1. Strengthen research capacity through mentorship programmes, collaborative research and training
2. To adopt modern ICT and digital health to improve learning and health outcomes

Objective 5.4.2.b: To ensure sustained funding resources to support research activities

Strategy:

1. Mobilize funding sources

Goal 5.4.3: Enhancement and promotion of awareness and understanding of research findings to enable informed decision making and evidence-based practices and branding of the university

Objective 5.4.3.a: Generate outstanding research and creative works to promote the health and well-being of the society

Strategy:

1. To create an avenue to disseminate scientific works

Objective 5.4.3.b: Promote branding of the University

Strategy:

1. Adapt modalities to promote the branding of the university
2. Conduct CPD and CME
3. Strengthen Bhutan Health Journal

5.5 Infrastructure and Resources

A high-quality infrastructure plays a vital role in facilitating better teaching-learning activities and developing the learning outcomes of the students. The University shall promote a conducive learning environment for both students and faculty members to boost the morale performance of human resources and also ensure the attainment of university goals.

Goal 5.5.1: Strive for fiscal self-reliance and sustainability to enrich the teaching and learning environment

Objective 5.5.1.a: To ensure high standards of accountability and financial control

Strategy:

1. To ensure financial control
2. To ensure transparency and accountability

Objective 5.5.1.b: To ensure sound investment schemes for revenue generation

Strategy:

1. Develop sound investment schemes
2. Adequate generation of revenue ensured

Objective 5.5.1.c: To promote the visibility of the University both within and outside the Country

Strategy:

1. Promote visibility within the country
2. Promote university brand internationally

Goal 5.5.2: Fully modernize campus facilities and infrastructure to create a conducive environment that is accessible and inviting to students, staff, and faculty.

Objective 5.5.2.a: To develop basic infrastructure that will support the ongoing programmes with provision for future expansion.

Strategy:

1. Build adequate infrastructure and facilities

Objective 5.5.2.b: Enhance the lifespan and optimal utilization of existing resources

Strategy:

1. Conduct needs assessment and annual physical verification of facilities and assets.
2. Collaborate with other stakeholders for resources sharing

Objective 5.5.2.c: Strengthen the safety and security of the campus to ensure a wholesome environment

Strategy:

1. Establish a robust security system at the University
2. Promote eco-friendly Campus

Objective 5.5.2.d: Strengthen State of Art teaching-learning Environment

Strategy:

1. Provide adequate facilities that foster State of Art teaching-learning

5.6 Good Governance

The University will promote and develop supportive leadership as one of its main components of good governance. The Condition of Services (CoS) relates to the rules and regulations for the human resource management in ensuring responsibility, ownership, accountability, fairness and transparency.

It will strengthen the governance and oversight mechanism to ensure optimal utilization of the limited resources and to achieve excellence in the provision of academic programmes,

services, research and creative discoveries. The University will pursue a concerted approach to integrate good governance in all its major processes and procedures to optimize resource allocation and utilization and enhance overall performance.

The University will build linkages with reputed national and international institutes to promote excellence in academics and research and enhance its visibility of the University.

The University exists in a greater community that is national, regional and international. Besides educating students and engaging in research, we are dedicated to enriching and improving the greater society through the knowledge and efforts of our faculty, staff, and students. The management, faculty and students of the university place special importance on supporting the community through the University Social Responsibility Programmes (USRP).

Goal 5.6.1: Strengthen governance and oversight of the University and its constituent faculties

Objective 5.6.1.a: To institute a framework for good governance and change management

Strategy:

1. Strengthen University Management mechanisms
2. Strengthen oversight mechanisms
3. Enhance ICT Use
4. Promote Effective communication
5. Provide a conducive working environment
6. University as a think tank
7. Enhance University Social responsibilities
8. Promote GNH Values

Goal 5.6.2: Promote visibility of the University both within and outside the country

Objective 5.6.2.a: To establish linkages and collaborations with relevant institutes/agencies

Strategy:

1. Strengthen linkages and collaborations

Objective 5.6.2.b: Enhance University visibility through academic excellence, dynamic research and quality services.

Strategy:

1. Strengthen Academic, Research and Service Excellence

Objective 5.6.2.c: Develop marketing strategies and materials

Strategy:

1. Brand Khesar Gyalpo University

Section 6: Monitoring Matrix

Learner-centred Education

Goal 5.1.1: Create a Learner-Cantered Environment Leading to Student Growth and Success

Objective 5.1.1.a: To Establish a Technology-Based Robust Student Enrolment System to Admit Diverse and Outstanding Students by 2023

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Introduce a web-based online enrolment system and orientation program	Outsource designing of online student admission system	The developed online student admission system	Physical Verification	ICT Unit, OOP	2022	1.000
	Train concerned personnel in the online student	Number of administrators trained	Report	ICT Unit, OOP	2022	0.500
	Organize orientation program for newly enrolled students	Number of students oriented	Orientation schedule and report	Faculties	2022	0.500
Institute aptitude tests and interviews in selecting students in various programs	Design aptitude test for selection of students in various programs	Number of students selected through the aptitude test	Records	Faculties	2022	0.500
	Form the selection committee for the selection of students in various programs	Formation of committee	ToR and Minutes of Meeting	Member Secretary	2022	-
Institute merit-based	Identify and determine		Report	Student	2022	1.000

scholarship	the number of university scholarships	Number of University for the scholarships offered		Affairs Unit		
	Develop criteria for university scholarships					

Objective 5.1.1.b: To Improve Existing and Construct New Infrastructure by 2023

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Remodel and improve existing infrastructure	Carry out timely maintenance of existing infrastructure	List of maintenance carried out	Record	OOP Management, Faculties	Annually	1.000
	Remodel existing classrooms to facilitate teaching-learning activities	Number of classrooms remodeled	Physical Verification	OOP Management, Faculties	Annually	1.000
	Develop football, futsal, volleyball, and basketball facilities	Facilities for football, futsal, volleyball, and basketball developed	Physical Verification	OOP Management, Faculties	2023	10.000
Built additional infrastructures	Construct additional classrooms and hostels	Number of classrooms and hostels constructed	Physical Verification	OOP Management, Faculties	2023	20.000
	Identify site and	Field training centres	Physical	OOP	2024	60.000

	construct field-training centres	constructed	Verification	Management, Faculties		
	Construct a multi-purpose hall with recreational facilities	Multi-purpose hall with recreational facilities constructed	Physical Verification	OOP Management, Faculties	2024	80.000
	Put in place required amenities for differently-abled students	Facilities to support differently-abled developed	Physical Verification	OOP Management, Faculties	2024	60.000

Objective 5.1.1.c: By 2023, Student Services will be Strengthened through the Provision of Accessible, Relevant and Responsive Services.

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Improve utility and ancillary services within the campus	Make provision for adequate water supply, electricity, and garbage disposal services	Water supply, electricity, and garbage disposal services improved	Physical Verification	HR/ ADM/ OOP and faculties	2024	40.000
	Set up one-stop services (first aid, counselling, reprographic, cafeteria, TV clubs, child care services for	Student service centre developed	Record	HR/ ADM/ OOP and faculties	2024	10.000

	in-service students).					
	Beautify the campus through a plantation of trees and flowers	Campus beautification carried out	Physical Verification	HR/ ADM/ OOP and faculties	2021	1.000
Enhance the safety and security of the campus	Deploy security guards	Number of security guards recruited	Report	HR/ ADM/ OOP Management	2022	-
	Schedule timing and designate visiting areas for visitors in the hostel	A system for Visiting hours instituted	Records	HR and ADM	2022	1.000
	Install CCTV within the campus	Number of CCTV installed	Physical Verification	ADM, ICT, OOP Management	2022	1.000
	Educate students and staff on safety measures	Number of students and staff upskill on safety measures	Report	HR, ADM	2022	0.800
	Conduct regular disaster management drills	Number of disaster management drills conducted	Record	HR, ADM, Faculties	Annually	1.000
	Procure adequate main textbooks and references	Number of textbooks and references procured	List of textbooks and	Librarian/Management	Annually	2.000

Strengthen teaching-learning materials and services			references			
	Subscribe to relevant online materials	Number of Online subscriptions	Records	Librarian/Management	Annually	2.000
	Print and supply student handbook	Number of handbooks printed and provide to students	Record	Program Leaders	Annually	1.000
	Install additional desktops in the computer laboratory	Number of desktops installed in the computer laboratory	Physical Verification	ICT Unit, OOP	2022	1.700
	Extend library hours beyond 5 PM and during weekends	A new timing system for library instituted	Record	Library Unit	2022	-
	Provide high-speed Internet services on the campus	Increase bandwidth of Internet services	Students, faculties, and staff feedback on internet services	ICT Unit, OOP	2021	1.000
	Recruit adequate staff for ICT and library	Number of ICT and library staff recruited	Report	ICT unit, OOP Management	2022	-
	Provide need-based tutorial classes for low	Number of students attending remedial	Report	Facilities	Semester Wise	-

	performing students	classes				
Encourage student's participation in decision-making	Include student representatives in committees and boards	Number of Students representatives in various decision-making bodies	ToR	Management	2022	-
	Create a platform for students' feedback	Feedback platform instituted	Report	Faculties	2022	-
	Encourage students' participation in institute activities	Number of students involved in institute activities	Activities report	Faculties	2022	-

Objective 5.1.1.d: To strengthen co-curricular and recreational activities in promoting wholesome education by 2022

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Promote co-curricular activities	Organize literary, club, culture, games, and sports activities within and among the faculties	Number of Co-curricular activities conducted	Annual report	Faculties, ADM, HR	2022	-
	Organize and participate inter-college competitions	Number of students who participated inter-college competitions	Report	Faculties	2022	1.000

	Facilitate engagement in community services	Number of students engaged in community services	Report	HR, ADM, OOP, Facilities	2022	0.500
--	---------------------------------------------	--------------------------------------------------	--------	--------------------------	------	-------

Objective 5.1.1.e: By 2023, the University will create a Platform to Facilitate the Engagement of the University and its Alumni

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Launch KGUMSB alumni association	Build a registry of alumni	Alumni System instituted	Report	ICT Unit, OOP	2022	1.000
	Develop a website for alumni engagement and information sharing					
	Organize meetings and workshops for alumni interaction	Number of workshops and meetings conducted for alumni interaction	The report, Minute of Meeting	HR, ADM, OOP, Facilities	2022	0.800

Human Resource Development

Goal 5.2.1: Ensure an Adequate Number of Qualified and Competent Human Resources at the University

Objective 5.2.1.a: To Attract, Motivate and Build the Highly Qualified, Competent, Dynamic and Committed Employees

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Develop a long-term HR master plan	Conduct organizational development exercises to review, assess and identify the human resource requirements and capacity building needs	Organizational development exercise conducted	Report	Faculties, ADM, HR	2022	1.200
	Develop an HR master plan as per the findings of the OD exercise	HR master plan developed	Master plan report	HR and ADM	2022	0.800
Establish regular and HR monitoring evaluation framework	Develop HR monitoring and evaluation framework	HR monitoring and evaluation framework developed	M&E framework	HR Unit	2022	0.800
	Conduct periodic HR M & E	HR M&E periodic conducted	Periodic report	HR Unit	2023	0.500
	Conduct periodic job satisfaction surveys	Periodic Job satisfaction surveys conducted	Survey report	HR Unit	2022	-

Mainstream and strengthen cross-training and flexibility of movement of employees within the University	Develop policy and guidelines for the provision of cross-training to the employees	Policy guidelines developed	Guideline	HR Unit	2023	0.500
	Develop guidelines to improve staff transfer within the University	Guidelines developed	Guideline	HR Unit	2023	0.500
Mainstream and strengthen succession planning	Assess workforce skills and qualifications of the employees every 3-5 years	Regulation for accessing HR skills and qualifications developed	Regulation	OOP	2022	0.500
	Develop a guideline for succession planning	Guideline for succession planning developed	Guideline	OOP	2022	0.500
Facilitate and enhance professional development program for the	Provide academic long-term and short training	Number of staff trained	Training report	Faculties, HR unit	2022	1.000
	Provide management and leadership training	Number of staff and faculty training	Training Report	OOP	2022	1.000
	Encourage and sponsor – workshops, seminars, and conferences	Number of workshops, seminars and conferences sponsored by the university for the staff	Workshop report	OOP	2022	3.000

employees to enhance qualification and knowledge for career progression	Strengthen research skills and capacity of the employees	Percentage of staff engaged in research	Reports	OOP	2023	2.000
	Develop mentorship and peer support programs for the new faculty members to facilitate their development	Mentorship program developed	Program report	Faculties/OOP	2023	0.800
	Provide and facilitate faculty exchange programs for the employees	Number of faculty sent for an exchange program	Report	Faculties/OOP	2022	1.000

Goal 5.2.2: Enhance and sustain a culture of excellence in staff management and performance

Objective 5.2.2.a. To strengthen and institute smart, intelligent, and competitive staff recruitment, selection and retention policies and mechanisms

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Improve effective and transparent recruitment and selection process	Develop e-Recruitment system (Outsource e-Recruitment system, develop user knowledge by providing user guidance notes for recruiters, review and amend the e-Recruitment system to ensure processes are consistent, reduced the number of inquiries to the HR office)	Enhanced e-recruitment system developed//Sourcing channel efficiency/% recruitment through HR office reduce	Verification, selection process	ICT Unit OOP	2022-2023	1.000
	Reduce recruitment cycle times from approval request to sending an offer of employment to appointment (develop recruitment, selection timelines, reduce advertising cycle process by preparing and issuing guidelines for hiring	Percentage of recruitment cycle reduced	Recruitment report	OOP	2023	-

	managers)					
	Review and develop standard guidelines and manual for transparent, effective, and fair recruitment and selection procedures (e.g., Improve the quality of interview questions/techniques by preparing and issuing guidelines to panel members)	Standard guidelines developed	Guideline document	OOP	2024	0.500
Institute attractive and competitive monetary and non-monetary incentives	Ensure Condition of Services is attractive and well-defined clear career progression	Revision of CoS carried out	Report	HR Unit	2022	0.800
	Provide attractive entry position levels	Number of new posts opened in the university	Application form	HR Unit	2022	-
	Provide and maintain an attractive salary and other fringe benefits	Staff satisfaction rate on salary and other benefits	Survey report	HR Unit	2022	0.050

	Improve and maintain a wholesome working environment by building staff quarters	Number of staff quarters built	Physical Verification	Engineering Unit	2024	80.000
	Institute staff recognition and award system	Staff recognition and award system instituted	Report	HR Unit	2022-2023	1.000
	Provide meritorious promotion to extra-performing staff	A system for meritorious promotion instituted	Record	HR Unit	2022-2023	-
	Institute Professor Emeritus award system	Professor Emeritus award system instituted	Report	HR Unit	2022-2023	-
	Facilitate the establishment of staff welfare schemes	Staff welfare schemes instituted	Report		2021	-
Institutionalize appropriate staff retention mechanisms	Develop staff retention policies	Staff retention policies developed	Report	HR Unit	2021-2022	0.500
	Provide flexibility for taking up consultancies and sabbatical leave	Guideline for sabbatical leave developed	Record	HR Unit	2023	0.500
	Facilitate workplace transfer	Instituted internal transfer system in place	Staff record	HR Unit	2021-2024	0.300

Enhance a conducive and safe working environment	Develop workplace safety policy and guideline	Workplace safety and policy guidelines developed	Policy and guideline	HR Unit	2023	0.300
	Establish Workplace Bullying and Harassment Redressal Committee	Formation of Committee	Minute of Meeting / ToR	HR Unit	2022-2023	0.080
	Provision of adequate work or office space	Adequate workspace in place	Physical verification	HR Unit	2024	1.000
	Develop a friendly and congenial office campus through eco-friendly beautification	Development of office campus	Physical Verification	Adm. Unit	2023	0.050
	Provide adequate fitness, yoga, mindfulness and recreational amenities	Number of students and staff engaged in physical exercise.	Report	-	2022-2023	-
	Create a university-wide awareness of Occupational Health service provision	Awareness of Occupational Health Hazard carried out	Report	HR Unit	2023	0.050
	Institute forums to build cohesiveness of faculty and community support groups	Formation of a group on community support	ToR	Report	2023	0.050
	Establish childcare centers at the university campus	Childcare Centres established	Physical Verification	OOP	2023	1.000

Objective 5.2.2.b: To Strengthen and Achieve Optimal Performance of the Employee

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthen implementation of the performance management system	Train staff on the use of KGUIS	Number of staff trained	Training report	ICT Unit OOP	2022	0.080
	Ensure and enforce optimal usage of KGUIS	Number of students and faculty using the KGUIS platform	Report	ICT Unit, OOP	2022	-
Enhance and design a SMART (specific, measurable, attainable, relevant and timely) employee performance appraisal system	Review and amend the current performance appraisal system that is objective, relevant, transparent, and user friendly	A new Performance appraisal system instituted	Record	HR Unit	2023	0.500
	Ensure 100% achievement in submission and conduct of performance appraisal					
	Institute periodic monitoring and review system for strengthened performance management	Periodic monitoring and review system instituted	Report	HR Unit	2023	0.500
	Conduct periodic performance management workshops to all levels of the	% of employees attending the workshops	Workshop report	HR Unit	2022-2023	0.500

	employees focusing on the development of relevant skills and provision of appropriate tools for managing and improving performance					
Institute periodic and independent organizational HR performance audit	Develop standards and guidelines for organizational HR performance	Guidelines for organizational HR performance developed	Guideline	HR Unit, OOP	2024	0.500
	Review and conduct periodic Training Needs Analysis to improve and optimize staff performance based on University's Core Values	Overall performance rate of staff	Report	HR Unit	2024	0.500
	Conduct a survey for HR performance	Number of surveys for HR performance	Survey Report	HR Unit, OOP	2025	0.500
	Conduct independent HR performance audit	HR Audit carried out	Report	HR Unit	2022	0.800
	Facilitate and provide performance counseling and mentorship support to under-performing employees	The number of staff with performance ccounseling	Report	HR Unit	2022-2024	-
Ensure HR	Strengthen HR development	Number of HR	Reports	HR Unit	2023-2026	2.000

development and performance of constituent faculties are aligned with overall University HR master plan requirements	and performance of constituent faculties	development activities carried out				
----------------------------------------------------------------------------------------------------------------------	------------------------------------------	------------------------------------	--	--	--	--

Objective 5.2.2.c: Foster a community at the University that shares Collective Purpose, Responsibilities and Pride

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Institute a robust system to motivate and stimulate a sense of belonging	Develop mentorship programmes for the new faculty members to facilitate their development	Mentorship programmes developed for new recruited faculty	Report	HR Unit	2022-2023	0.800
	Create/Initiate seminar/working paper series to encourage academic discourse.	Institutes platforms form academic discourse	Records	OOP	2024	1.000
	Create dedicated funds to support national and international conferences on campus and overseas.	Dedicated funds were established to support national and international conferences on	Report	OOP	2022-2023	5.000

		campus and overseas				
	Institute an internal communication plan for the university and its institutes	Internal communication plan instituted	Report	Faculties, HR, OOP	2024	-
	Provide a conducive working environment for the faculty and opportunity for career and professional enhancement	Working environment improved	Physical Verification	OOP	2022-2023	-
	Develop specific goals for the diversity of faculty in all units taking into account both current faculty positions and the pool of available candidates and the importance of critical faculty within units or disciplines	Overall performance rate of staff	Report	HR Unit	2024	0.500
	Establish better funding mechanisms at the KGUMSB and its institutes to promote and encourage efforts to recruit, nurture, and retain a diverse faculty in terms of gender and ethnicity.	% of the fund reserved for FD	Report	HR Unit	2024	0.500

	Develop mechanisms to retain highly valued faculty by ensuring that they have strong support for their research, teaching, and public engagement.	Number of initiatives related to supporting faculty in research, teaching, and public engagement and reducing the retention of faculty	Report	OOP	2022-2023	0.500
	Formulate policies and schemes to promote the development and retention of early- to mid-career faculty who are “rising stars” or highly promising or accomplished for their career stage.	Policies in place	Report	HR Unit	2023	0.700
	Develop and promote social and togetherness plans by organizing various social and sports activities among faculties/staff.	Number of faculties/staff engagement in social and sports activities increased	Report	OOP	2022-2023	0.500

Objective 5.2.2.d: Flourish Faculty Development Programmes to Enhance Faculty Excellence

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Develop a mechanism to provide faculty development programs	Develop a faculty recruitment strategy based on building from the bottom.	Strategy based on faculty recruitment developed	Report	OOP	2024	0.500
	Develop systematic and transparent mechanisms to reallocate faculty positions across academic units to strengthen select areas.	Instituted internal transfer system in place	Staff record	HR Unit	2021-2024	0.300
	Mobilize funds for new faculty positions.	Total fund allocated for new faculty positions	Financial report	HR Unit	2023	-
	Enhance investment in the professional development of faculty	% of budget for professional development of faculty increased	Financial report	HR Unit	2023	-
	Develop a mechanism for providing special monetary rewards (bonuses, summer pay, and seed funds for research for exceptional	Developed guidelines for special monetary rewards	Reports	HR Unit	2023	0.500

	academic accomplishments.					
	Develop guidelines for performance assessments for all faculties to promote excellence in teaching, research, and public engagement.	Guidelines were developed and % of faculties performance increased	Guideline Verification/ staff service book	OOP management	2023	0.500
	Develop robust and transparent nomination procedures to nominate candidates for national prizes, awards, and membership in distinguished societies.	Developed systematic guidelines to nominate candidates for national prizes, awards, and membership in distinguished societies.	Records	HR Unit	2023	0.500

Objective 5.2.2.e: Promote and Sustain a Culture of Staff Excellence through Investment in the Recruitment Process, Management and Professional Development and Graceful Exit and Post-retirement Management Systems

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Institute system to promote and acknowledge a culture of staff excellence	Mobilize/allocate funds to support staff development activities	Total fund allocated to support staff development activities	Financial Report	HR Unit	2024	-
	Enhance the culture of team spirit	Team spirit improved	Survey	HR Unit	2025	-
	Institute an annual performance evaluation contract to promote continuous quality improvement	Annual performance evaluation instituted	Annual performance report	Reports	Planning Unit	-
	Develop a master plan outlining mandatory and optional training needs for staff development	HR Master Plan Developed	Reports	HR unit	2022	0.500
	Recognize/reward/commend staff for exceptional professional activities	Number of staff rewarded for exceptional professional activities	Record	HR Unit	2022	0.500

	Facilitate staff representations in the shared governance of the University and its institutes.	Number of staff representatives in governance bodies of the University	Records	Management	2023	-
	Incorporate the graceful exit strategies within the CoS.	Strategies for graceful exit incorporated in the CoS.	Records	HR Unit	2023	0.500
	To institute a society to network with the faculty and staff post-resignation/retirement.	Institute a system to network for post-resignation/retirement	Records	HR Unit	2023	0.500
	Create platforms for former employees to contribute and benefit from the university development by creating a “ <i>we care</i> ” plan	The platform for former employees established	Report	HR Unit	2023	0.500

Academic Development

Goal 5.3.1: Achieve and Sustain Academic Excellence Based on Learner-centered, Discovery-driven, and Competency-based Curricula

Objective 5.3.1.a: Strengthen, Diversify and Develop Undergraduate and Postgraduate Programs that Cater to the Health Needs of the Country and are at par with Regional and Global Standards

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthen teaching-learning methods	Mandatory 6 monthly basic/advance pedagogy workshop for faculty	Number of pedagogy courses offered	Reports	HR Unit	2022	-
	Incorporate mandatory requirement of pedagogy certificate for promotion.	Incorporated pedagogy as a mandatory requirement for promotion	Reports	HR Unit	2022	-
	Create and strengthen the academic affairs division	The academic affairs division established	Report	Management	2023	-
	Strengthen Curriculum Unit	Curriculum Unit improved	Verification	Management	2023	-
	Strengthen examination cell: e-banking of questions, KGUIS, online examination	Number of additional features	Physical Verification	ICT Unit	2023	2.000

	Strict implementation of existing academic regulations and guidelines	Existing academic regulations and guidelines implemented	Physical Verification	Academic Unit	2024	0.100
	Establishment of quality assurance division	The quality assurance division established	Physical Verification	Management	2023	0.100
	Institute and strengthen student and faculty feedback mechanisms on teaching-learning methods	Feedback system instituted	Report	Academic Unit	2023	0.100
	Develop and strengthen teaching-learning resources at the teaching hospital	% of Teaching-learning resources increased at the teaching hospital	Report/ Physical Verification	Academic Unit	2022	2.000
	Deploy innovative pedagogical approaches	Number of pedagogy conducted	Report	Academic Unit	2022	1.000
	Faculty members must participate in clinical practice for 8-10 hours a month to keep their competencies updated.	The number of faculty participating in clinical practice increased	Record	Academic Unit	2022	-
	Examine and review the curricula and programs	No. of Programs reviewed	Records	Academic Unit	Annually	0.800

A curriculum that is responsive to the health needs of the country	Align the course contents as per the emerging health needs	Number of courses revised	Records	Academic Unit	Annually	1.000
	Include transformative education component in all curriculum(s)	Transformative education component in all curriculum(s) included	Curriculum report	Academic Unit	2023	1.000
	Develop guidelines for the implementation of curricula	Guidelines developed	Guideline verification	Academic Unit	2023	1.000
	Establish a mechanism for monitoring and evaluating of curriculum	M&E Framework developed	Record	Academic Unit	2022	1.000
	Plan to accredit (with National and international bodies) programs at the University	Number of institutes accredited	Record	Academic Unit	2022	1.000
Need-based programs	Diploma and bachelor's in nursing and midwifery, public health, allied health and traditional medicine	% of students with diplomas and bachelor	Report	Curriculum cell	2022	1.000
	Introduce certificate, diploma and bachelor's courses in counselling, medical social work and	Number of programs/courses established and offered to health	Report	Management	2022	1.000

	hospital management and others.	workers increased				
	Expand postgraduate programs (PG Dip. Masters and MD/P.hD) in Medical, Nursing, public health, allied health and traditional medicine	% of academics with PhD	Report	Management OOP	2022	1.000
	Introduce Fellowship programmes in select disciplines	Fellowship programmes introduced	Report	Management OOP	2023	5.500
	Develop split/mixed-mode programs with national and international collaborations	Mixed-mode programs developed in collaboration with national and international	Report	Management	2023	1.000

Objective 5.3.1.b: Enhance Teaching-Learning Practices by use of ICT and Library Services

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthening central library services	Prepare a list of essential books required for teaching-learning practice University-wide	Number of essential books for teaching-learning practice	Report	Library	2023	1.00
	Procurement of essential books (Annual budget – for discussion)	Number of essential books procured	Record	Library	2023	1.00
	Develop a plan to integrate information literacy in teaching-learning	Information Literacy integrated into the curriculum	Record	Library	2023	1.00
	Mechanism to detect plagiarism in student and other projects (reference management software)	Software installed for plagiarism detection	Physical Verification	ICT Unit, OOP	2023	1.00
	Digitization of collections	Increased in digitization	Record	ICT Unit, OOP	2023	1.00
	Implementation of Library security system	Library security system implemented	Physical Verification	Librarian/Management	2023	1.00

	Improve Internet and reprographic facilities	Internet bandwidth improved	Physical Verification	ICT Unit	2023	1.00
	Refurbishment of the current library (physical space and technological infrastructure)	Library room upgraded	Physical Verification	HR/ADM/OOOP	2023	1.00
	Expansion from existing space in the future	Infrastructure expansion of university	Physical Verification	Management	2024	1.00
	Develop Library policy documents – collection, acquisition, circulation, information literacy, preservation and conservation.	Policy documents developed	Policy	Librarian/Management	2024	1.00
	Linkage and collaborations with institutes with whom University has MoUs.	Number of institutes linkage with University (KGUMSB)	List of MoU	OOP	Annually	-
	Become a member of international library/related association(s)	Number of librarian as a member with international library/related association(s)	List of international library/ Membership form	Librarian/Management	2024	2.000

	Change of name from Library to Innovative names	Renaming carried out	Record	Library	2025	0.050
	Works to be initiated for archiving rights at the University	Information depository launched	Record	Library	2025	0.050
	Establishment and merging of existing records unit at university					
	Upgrade and Update Integrated Library System (ILS)	LMS upgraded	Record	Library	2022	0.050
	Capacity building to use new features of ILS					
Create a centralized repository for the University	Procurement of server for institutional D-Space	Institutional D-space developed	Records	ICT Unit	2023	1.000
	Capacity building for ICT and Library personnel	Number of ICT and library personnel trained	Report	ICT Unit	2023	1.500
	Develop guidelines for repository	guideline for repository developed	Record	Record Unit	2023	1.000
	A-V materials related to	Online teaching	Record	Academic Unit	2022	1.000

	Teaching and Learning methods	materials developed				
Strengthening ICT services	Centralized ICT services	Centralized ICT unit established	Record	Academic Unit	2023	-
	Procure state-of-art ICT and Audio-visual equipment and programmes	ICT and Audio-visual equipment procured	Report	ICT unit	2022	-
	Integrate the use of ICT in student assessment, feedback, and teaching and learning activities.	Blended learning integrated into the curriculum	record	ICT Unit	2022	-
	Develop innovative teaching-learning materials including tele education	Tele education system established	Records	ICT Unit	2022	2.000
	Strengthen and promote Virtual Learning Environment (VLE) as the method of learning	% increase in the use of VLE	Records	ICT/ Academic Unit	2022	0.030
	Establish AV aids support system to promote self-directed learning and self-evaluation	AV studio established	Physical verification	ICT Unit	2021	-
	Build capacity of the ICT	ICT officials	Reports	ICT Unit	2021	-

	in the use of AV materials	trained in AV training				
	Making accessible software to enhance teaching-learning and research activities.	% Increase in use of online software in teaching-learning and research	Records	ICT/ Academic Unit/ MECRIT	2021	1.000
	Develop KGUMSB ICT acceptable use guidelines	Acceptable Usage Regulation developed	Report	ICT Unit	2022	0.800
	Develop, implement, upgrade and update applications systems (KGUIS, Convocation, Alumni, etc.)	KGUIS upgraded	Physical Verification	ICT Unit	2022	1.000
	Establish ICT students' service unit	ICT student service unit established	Report	ICT Unit	2022	1.000
	Assign a focal person for the specific area (Networking, System, Teaching, Website, AV, Library Systems, Software)	Respective focal person assigned	Records	ICT Unit	2023	-

	Become a member of the International Computer Science and Information Technology Association(s)	Joined as a member of the International Computer Science and Information Technology Association(s)	Reports	ICT Unit	2023-Annually	1.000
	Set up Network Management System to manage the network usage	Network Management System instituted	Reports	ICT Unit	2023	1.000
Increased access to the internet on the campus	Upgradation of existing bandwidth	Bandwidth updated	Reports	ICT Unit	2021	1.000
	Procurement and installation of equipment to improve internet access	Equipment to improve internet access procured and installed	Reports	ICT Unit	2021	1.000

Research Development

Goal 5.4.1. Establish a Research Governance Structure

Objective 5.4.1.a: To Ensure Enabling Organizational Structure and Mechanisms to Support Research and Innovation

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Formulate University policy directives on research and innovations.	Develop regulations, guidelines and standard operating procedures (SOPs) for research on human subjects and innovations.	Regulations, guidelines and standard operating procedures (SOPs) for research on human subjects and innovations developed	Policy in place	MECRIT	2023	0.800
	Develop guidelines on the mobilization of research grants and award of research scholarships	Guidelines on the mobilization of research grants and award of research scholarships developed	Records	MECRIT	2023	0.900
	Develop a framework or mechanism to coordinate academia and program.	Developed framework	Records	MECRIT	2023	0.900
	Identify members and form a	University research	Records	MECRIT	2023	-

Establish a University Research Committee to evaluate and prioritize research initiatives for resource allocation	university research committee	committee formed				
	Develop TOR for the research committee	TOR developed	Records	MECRIT	2023	0.500
	Develop checklists/criteria to award research grants following the emerging issues and the needs of the country	Checklists/criteria to award research grants developed	Records	MECRIT	2023	0.500
Institute functional Institutional Review Board (IRB) to conduct an ethical review of research protocols	Identify members and form IRB	IRB established	Records	MECRIT	2021	-
	Develop TOR for IRB	TOR developed	Records	MECRIT	2023	-
	Conduct training for IRB members Develop SOPs to review protocols/Thesis	IRB members trained	Records	MECRIT	2023	-

Goal 5.4.2. Promote and Strengthen Research and Innovation

Objective 5.4.2.a: To Encourage Research and Innovation in the University

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthen research capacity through mentorship programmes, collaborative research and training	Create enabling environment to conduct research	Number of research articles published	Records	MECRIT	2022	1.000
	Conduct training to build research capacity	Number of research trainings conducted	Reports	MECRIT	2022	1.000
	Provide mentorship to novice researchers	Number of faculty members designated as mentors	Records	Respective Faculties	2022	-
	Secure funds to conduct research	% of funds allocated for conducting research	Records	MECRIT	2023	2.000
	Create an awards and commendations system to reward scholarly accomplishments.	System in place	ToR	MECRIT	2022	0.800
	Facilitate collaborative research projects both within	Number of collaborative	Reports	MECRIT	2022	-

	and outside the country	research conducted				
	Integrate research achievements with individual work performance for career advancement	Research achievements integrated with the performance appraisal system	Records	MECRIT/HR Unit	2022	0.500
	Expand international network for research and innovations.	Number of MoUs signed	Records	MECRIT/Planning Unit	2022	0.800
	Create and expand research offices and support infrastructure at KGUMSB and its constituent Faculties	Number of research centres instituted	Records	MECRIT	2023	0.900
To adopt modern ICT and digital health to improve learning and health outcomes	Establish an electronic repository system	Data repository system established	Records	MECRIT/ICT Unit	2022	1.000
	Identify digital apps and mechanisms to support e-learning and machine learning (AI)	Number of digital software identified to support e-learning	Records	ICT Unit	2022	0.700
	Develop capacity through ICT to support innovative learning	Number of ICT trainings provided to the faculty members	Records	ICT Unit	2022	0.500

	Increase library collections including access to e-journals and databases to support research and creative endeavours.	Number of subscriptions to e-journals	Records	Library Unit	Annually	0.500
--	------------------------------------------------------------------------------------------------------------------------	---------------------------------------	---------	--------------	----------	-------

Goal 5.4.3: Enhancement and Promotion of Awareness and Understanding of Research Findings to Enable Informed Decision Making and Evidence-Based Practices and Branding of the University

Objective 5.4.3.a: Generate Outstanding Research and Creative Works to Promote the Health and Well-Being of the Society

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
To create an avenue to disseminate scientific works	Conduct international conferences/meetings/workshops/seminars	Number of international conferences/meetings/workshops/seminars conducted	Records	MECRIT	2022	1.000
	Establish publication unit	Publication unit established	Physical Verification	Management	2022	40.000
	Conduct training on authorship and manuscript writing	Number of trainings conducted on authorship and manuscript writing	Records	MECRIT	2022	0.400
	Develop newsletter for dissemination for information dissemination	Newsletter developed	Records	MECRIT	2023	0.300

	Publish monographs, textbooks and other academic-related documents	Number of academic-related documents published	Physical Verification	MECRIT	2022	0.300
	Mentor faculty in translational research	Number of faculty members designated to mentor in translational research	Records	MECRIT	2024	0.600

Objective 5.4.3.b: Promote Branding of the University

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Adapt modalities to promote the branding of the university	Facilitate individuals to present research findings outside the country	Number of faculty members and staff presenting research findings outside the country	Records	Management	2023 (Annually)	1.000
	Develop brochures and prospectus and reach out	Brochures and prospectus developed	Physical Verification	MECRIT	2022	0.100
Conduct CPD and CME	Establish functional CPD and CME units	CPD and CME units established	Records	MECRIT	2021	-

	Offer of short in-service training programs	Number of short in-service training programs offered	Reports	MECRIT/Respective Faculties	Annually	-
	Identify training needs in collaboration with the Ministry of health and other relevant agencies	Number of trainings conducted as per the needs of MoH and other stakeholders	Reports	MECRIT	2022	-
	Identify a pool of experts	Pool of experts identified	Records	MECRIT	2021	-
	Develop structured training modules	Number of structured training modules developed and offered	Records	MECRIT	2022	0.900
	Obtain BMHC approval					
	Marketing of training modules					
	Coordinate and conduct training					
Strengthen Bhutan Health Journal	Make a robust online system of manuscript processing	Online system of manuscript processing developed	Physical Verification	BHJ	2021	0.800
	Indexing the Journal with indexing and archiving bodies	BHJ Indexed	Records	BHJ	2022	1.000

	Diversification of categories of article categories	-	-	-	-	-
	Increase in number of issues of BHJ/ year	-	-	-	-	-
	Increasing the collaborations with regional journals	Number of collaborations increased for BHJ	Records	BHJ/Planning Unit	2022	0.500
	Institute annual BHJ awards	BHJ awards instituted	Records	BHJ	2022	0.500
	Conduct capacity development training related to scientific publications	Number of trainings conducted	Reports	BHJ	2022	0.800

Infrastructure and Resource Management

Goal 5.5.1: Strive for Fiscal Self-Reliance and Sustainability to Enrich the Teaching and Learning Environment

Objective 5.5.1.a: To Ensure High Standards of Accountability and Financial Control

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
To ensure financial control	Develop Financial Manual	Financial Manual developed	Records	Planning/Accounts Unit	2022	0.800
	Develop financial integrity assurance framework	Financial integrity assurance framework	Records	Planning/Accounts Unit	2022	0.800

		developed				
	Develop comprehensive and effective risk management mechanisms	Risk management mechanisms developed	Records	Planning/Adm. Unit	2022	0.800
	Periodic review of financial transactions.	Periodic review of financial transactions carried out	Records	Planning/Accounts Unit	2022	0.500
	Train and sensitize accounts personnel on financial norms	Number of accounts personnel trained on financial norms	Reports	Accounts Unit	2022	0.700
	Create a separate Finance and Accounts section	Separate Finance and Accounts section created	Physical Verification	Management	2023	-
To ensure transparency and accountability	Institute an independent Internal Audit Unit	Internal Audit Unit instituted	Physical Verification	Management	2023	-
	Develop an independent accounting system	Independent accounting system developed	Physical Verification	Management	2023	1.000
	Regularly update the short- and long-term financial status to guide decision-making processes.	Periodic updates conducted	Records	Planning/Accounts Unit	2022	0.050

	Conduct annual financial auditing by inviting external auditors	Annual Auditing carried out	Reports	Accounts Unit	Annually	-
	Carry out periodic review and update of financial strategy and assessment of financial performance	Periodic review and update of financial strategy and assessment of financial performance carried out	Reports	Planning/ Accounts Unit	2022	0.500

Objective 5.5.1.b: To Ensure Sound Investment Schemes for Revenue Generation

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Develop sound investment schemes	Formulate policy guidelines for financially viable and sound investment activities.	Policy guidelines developed	Records	Planning Unit	2022	0.900
	Articulate strategies to invest in the global market	Strategies developed	Reports	Planning Unit	2023	0.800
	Undertake financially viable commercial activities which	Number of commercial activities carried	Reports	Planning unit	2023	0.500

Adequate generation of revenue ensured	generate surplus revenue for the University.	out				
	Engage in revenue-generating investment ventures.	Invested in revenue-generating ventures	Records	Management	2023	-
	Formulate a comprehensive business strategy document for the University	University business strategy document developed	Records	Planning unit/MECRIT	2023	0.500
	Develop a wide range of financially sustainable academic programmes including demand-driven tailored made training courses	Financially sustainable academic programmes including demand-driven tailored made training courses developed	Reports	MECRIT	2022	0.800
	Establish a centre for souvenirs and Alumni	Alumni and Souvenir centres established	Physical Verification	Student Affairs Unit	2022	0.800
	Establish a student service centre	Student service centre established	Physical Verification	Student Affairs Unit	2022	0.800

	Liaise with legislators, and potential donors to enhance funding opportunities for the University projects	Number of collaborations with donors	Records	Management	2022	-
	Revenue generation through the rental of resources	% of revenue generated through the rental of resources	Records	Management	2022	-
	Develop and provide online courses	Number of online courses developed and offered	Records	Academic Unit/MECRIT	2022	0.800
	Enrol international students	Number of international students enrolled	Records	Academic Unit	2023	-
	Undertake consultancy services	Number of consultancy services provided	Records	MECRIT	2022	-
	Strive to increase the number of students intake to a sustainable size for each faculty including self-financed students.	% increase in the intake of students	Records	Student Affairs Unit	2022	-

Objective 5.5.1.c: To Promote the Visibility of the University Both Within and Outside the Country

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Promote Visibility within the country	Maintain excellence in academic	Number of programs accredited	Reports	Academic unit	2022	0.800
	Provide more efficient community services	Number of community services carried out	Records	Student Affairs Unit	2022	0.100
	Subscribe to the notion of complete oneness among its constituent faculties for effective branding and marketing	-	-	Management	2022	-
	Contribute to National events	-	-	Management	2022	-
	Create a conducive environment to attract international students	Number of international students enrolled	Records	Student Affairs Unit	2023	0.800
	Strengthen the University website by making it more user friendly	University website updated	Records	ICT Unit	2022	-

Promote university brand internationally	Enhance faculty and student exchange programme	Number of faculty and student sent for an exchange programme	Records	HR Unit	2022	1.000
	Reach out to potential stakeholders about activities and programs of the University	-	-	-	2022	-
	Accredit University by International Institutes	University accredited by international bodies	Reports	Management	2023	1.000
	Collaborate with the renowned institute	-	-	-	-	-
	Develop brochures and fliers to publicize the University	-	-	-	-	-
	Support publicity activities	-	-	-	-	-

Goal 5.5.2: Fully Modernize Campus Facilities and Infrastructure to Create a Conducive Environment that is Accessible and Inviting to Students, Staff, and Faculty

Objective 5.5.2.a: To Develop Basic Infrastructure that will Support the Ongoing Programmes with Provision for Future Expansion

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Build adequate and infrastructure facilities	Develop a master plan for infrastructure development at KGUMSB and its constituent faculties.	Infrastructure Master plan developed	Records	Engineering Unit	2023	0.800
	Construct a Medical College/Faculty of Medicine	MBBS established	Reports	Management	2023	1000.000
	Construct field training centres.	Field training centres constructed	Records	Engineering Cell	2023	80.000
	Establish and expand teaching hospitals					
	Institute and develop a core maintenance Unit catering to all the constituent faculties	Core maintenance unit developed	Records	Engineering Cell	2023	-

	Strengthen infrastructure and facilities for different modes of study to enable diversified groups of students to access higher education and training, including short programmes	Infrastructure and facilities strengthened	Records	Engineering Cell	2023	10.000
	Expand Museum and student service	Museum and student service expanded	Records	Engineering Cell	2023	20.000
	Develop facilities for Spa and Wellness Services	Spa and Wellness Services developed	Records	FoTM	2021	-
	Collaborating/pooling resources with other faculty for laboratory and other services	-	-	-	-	-
	Construct Academic block, staff quarter, and Administrative Block	Academic block, staff quarter, and Administrative Block constructed	Physical Verification	Engineering Unit	2023	90.000
	Enhance KGUIS (additional modules)	KGIS enhanced	Records	ICT unit	2022	0.300

To ensure reliable technology for smooth delivery of services	Develop an online admission system, mobile apps, convocation system, and archive system	Online admission system, mobile apps, convocation system, and archive system developed	Records	ICT Unit	2022	1.000
	Develop a uniform inventory system	Inventory system developed	Records	ICT Unit	2022	1.000
	Procure reliable power backup	Power backup procured and installed	Records	ICT Unit	2022	1.000
	Expand/upgrade library services	Library services upgraded	Records	Library Unit	2022	1.000
	Procure and upgrade IT equipment like server, router, switch, projector, printer, desktop, laptop, etc.	IT equipment upgraded	Records	ICT Unit	2022	2.000
	Procure genuine software and OS	Genuine software and OS procured	Records	ICT Unit	2022	0.900
	Standardize websites across the university	Websites standardised	Records	ICT Unit	2023	1.000
	Procure audiovisual equipment for	Audiovisual equipment	Records	ICT Unit	2021	2.000

	classrooms and conference halls	procured and installed				
	Procure equipment for teleconferencing	Equipment for teleconferencing procured	Records	ICT Unit	2022	5.000
	Procure medicine manufacturing machines for Traditional Medicine	Medicine manufacturing machines for Traditional Medicine procured	Records	FoTM	2023	7.000
	Establish media and public relations unit	The media and public relations unit established	Records	HR Unit	2022	-

Good Governance

Goal 5.6.1: Strengthen Governance and Oversight of the University and its Constituent Faculties

Objective 5.6.1.a: To Institute a Framework for Good Governance and Change Management

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthen University management mechanisms	Review, refine, amend existing acts, regulations, terms of reference and guidelines	Timeline by which University Act is amended	Records	OOP	2022	0.700
		Number of	Records	OOP/Respective	2022	0.600

	and standard operating procedures	regulations reviewed		Faculties		
		Number of ToRs developed	Records	OOP/Respective Faculties	2022	1.000
		Number of guidelines developed	Records	OOP/Respective Faculties	2022	0.800
	Streamline and develop a proper organizational structure with a clear line of roles, responsibilities and delegation of powers	Timeline by which Organizational structure is developed	Records	OOP/Respective Faculties	2022	0.800
	Equip key positions with appropriate and qualified persons.	% of key positions filled	Records	OOP/Respective Faculties	2022	0.800
	Outsource non-essential services.	No of the services outsourced	Records	OOP/Respective Faculties	2022	-
	Institute structured training for leaders at different levels of an organization.	No of training conducted	Records	OOP/Respective Faculties	2022	1.800
	Develop functional competencies of	No. of training conducted	Records	OOP/Respective Faculties	2022	0.800

	employees through training and exposure	No of the staff trained				
	Exercise financial prudence and discipline	Number of sound investments made	Records	OOP/Respective Faculties	2022	-
	Conduct periodic internal and external institutional review exercises	No review exercised conducted	Records	OOP/Respective Faculties	2022	1.000
	Implement performance integrity evaluation	Performance integrity evaluation carried out	Records	OOP/Respective Faculties	2022	0.500
	Institute Internal Audit, Legal and quality assurance mechanisms.	Internal Audit, Legal and quality assurance mechanisms instituted	Records	OOP/Respective Faculties	2022	-
	Provide guidance for sustainability measures	Number of activities carried out to sustain the university	Records	OOP/Respective Faculties	2022	1.000
Strengthen oversight mechanisms	Constitute various levels of relevant committees	New committees instituted	Records	OOP/Respective Faculties	2022	-

	Review and strengthen existing committees	No of the committees reviewed	Records	OOP/Respective Faculties	2022	-
	Develop additional guidelines, SOPs and terms of reference for the additional committees constituted.	TORs developed	Records	OOP/Respective Faculties	2022	1.000
Enhance ICT Use	Implement paperless procedures and e-Governance	Paperless procedures and e-Governance implemented	Records	OOP/Respective Faculties	2022	-
	Install a university-wide database staff and student information management system, etc.	University-wide database staff and student information management system installed	Records	OOP/Respective Faculties	2022	1.000
	Implement the electronic processing (submission, assessment, reporting, etc.) of thesis, field studies, and dissertations and performance management systems	KRIES launched	Records	OOP/Respective Faculties	2022	-

Promote Effective communication	Develop clear lines of communication between the University and relevant stakeholders	Number of stakeholder meetings conducted	Minutes of the meeting	OOP/Respective Faculties	2022	0.080
	Training of staff on effective communication	Number of staff trained on effective communication	Reports	OOP/Respective Faculties	2021	1.000
	Reach out to relevant stakeholders, partners and alumni	Number of stakeholder meetings and alumni gatherings conducted	Minutes of the meeting	OOP/Respective Faculties	2022	0.080
Provide a conducive working environment	Develop social amenities (Cafeteria, sports and entertainment, community centre)	Social amenities (Cafeteria, sports and entertainment, community centre) developed	Records	OOP/Respective Faculties	2023	10.000
	Organize social events	Number of social events organized	Records	OOP/Respective Faculties	2023	2.000
	Provide opportunities for shared	Number of University activities	Records	OOP/Respective Faculties	2022	-

	responsibilities in university activities	conducted by individual university staff				
	Institute incentives and recognition mechanisms	Incentives and recognition mechanisms instituted	Records	OOP/Respective Faculties	2023	-
	Institute welfare and post-retirement services.	Staff welfare and post-retirement services instituted	Records	OOP/Respective Faculties	2022	-
University as a think tank	Participate and contribute in policymaking and public interest discourses.	Number of University staff involved in policymaking and public interest discourses	Records	OOP/Respective Faculties	2023	-
	Disseminate scholarly and seminal works of the University	Number of scholarly and seminal works published by university	Records	OOP/Respective Faculties	2023	1.000
	Institute Fund generation and sustainability measures	Fund generation and sustainability	Records	OOP/Respective Faculties	2023	-

		measures instituted				
Enhance University Social responsibilities	Embed social and responsibility and sustainability	Number of activities carried out to fulfil social responsibility and sustainability	Records	OOP/Respective Faculties	2023	1.000
	Initiate projects with other agencies on specific thematic areas	Number of projects carried out in collaboration with other agencies	Records	OOP/Respective Faculties	2023	-
	Provide health services to targeted populations.	Number of health services provided by the university	Records	OOP/Respective Faculties	2023	1.500
	Carry out awareness and sensitization activities on pertinent health issues.	Number of awareness and sensitization activities carried out	Records	OOP/Respective Faculties	2023	1.200
	Establish university- community partnership to promote health and wellbeing	Number of the university- community partnership established	Records	OOP/Respective Faculties	2023	1.000

	Provide training workshops for the community on health issues.	Number of training workshops conducted	Records	OOP/Respective Faculties	2023	5.000
	Operationalize University disaster management and contingency plans and response services	University disaster management and contingency plans operationalized	Records	OOP/Respective Faculties	2023	-
Promote GNH Values	Infuse curricula with GNH Values	Number of curriculums with GNH values integrated	Records	OOP/Respective Faculties	2023	-
	Promote culture and tradition	Number of activities carried out to promote culture and tradition	Records	OOP/Respective Faculties	2023	1.000
	Organize GNH value discourses	Number of GNH value discourses organized	Records	OOP/Respective Faculties	2023	0.700

Goal 5.6.2: Promote visibility of the University both within and outside the country

Objective 5.6.2.a: To Establish Linkages and Collaborations with Relevant Institutes/Agencies

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthen linkages and collaborations	Identify relevant institutes/agencies for linkage/collaborations	Number of MoUs signed	Records	OOP/Respective Faculties	2023	-
	Memorandum of Understanding/Agreement					
	Facilitate faculty and student exchange programs	Number of Faculties and students sent for exchange programs	Reports	OOP/Respective Faculties	Annually	5.000
	Enrol International students and recruit faculty	Number of international students enrolled and faculties recruited	Records	OOP/Respective Faculties	2024	-
	Develop split/joint academic programs with collaborating institutes	Number of split/joint academic programs developed	Records	OOP/Respective Faculties	2024	1.000

Objective 5.6.2.b: Enhance University Visibility through Academic Excellence, Dynamic Research and Quality Services

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Strengthen Academic, Research and Service Excellence	Promote academic excellence	Institute award system for academic excellence	Records	OOP/ Academic Unit	2022	1.000
	Develop research capacity and output	Number of research articles published in a peer-reviewed journal	Records	MECRIT	2022	1.000
	Bhutan Health Journal	Online indexing of BHJ	Records	BHJ	2022	1.500
	Set up Quality Assurance Standards	Quality Assurance unit established	Records	Academic Unit	2022	-
	Conduct external reviews of academic programs and services	Number of programs reviewed by externals bodies	Records	Academic Unit	2022	1.000
	Obtain accreditation with BMHC, BAC and	Number of academic programs	Records	Academic Unit	2022	1.000

	other academic quality assurance systems	accredited				
--	------------------------------------------	------------	--	--	--	--

Objective 5.6.2.b: Develop Marketing Strategies and Materials

Strategy	Activity	Indicators	Means of verification	Responsible agency	Timeline	Cost Estimate (Nu. in millions)
Brand Khesar Gyalpo University	Identify niche areas and develop programmes of study, which include GNH values	Number of programs with GNH values incorporated	Records	Academic Unit	2022	1.000
	Identify, develop and offer joint programmes with other universities	Number of joint programs developed	Records	Academic Unit	2022	2.000
	Identify areas of unique quality such as mindfulness for the graduates	Number of mindfulness discourses conducted	Records	Academic Unit	2022	0.900
	Enhance student and staff exchange programmes	Number of students, faculty members and staff sent on exchange programs	Records	Academic/ HR Unit	2022	5.000

	Enhance publicity measures such as media presences and press releases.	Number of press releases and media coverage increased	Records	OOP Management	2022 onwards	1.000
	ISO Certification	ISO certification grade	Records	OOP Management	2023	2.000

Contact Details

**Khesar Gyalpo University of Medical Sciences of Bhutan,
Menkhang Lam 3, Near Old Medical Block JDWNRH,
Thimphu : Bhutan**

PABX: + 975-2-328990; 328997; 328999

Email: info@kgumsb.edu.bt

Website: <https://www.kgumsb.edu.bt/>

Facebook Page: <https://www.facebook.com/kgumsb>

Twitter: @kgumsb