ROYAL UNIVERSITY OF PHNOM PENH

STRATEGIC PLAN

2009~2013

Royal University of Phnom Penh
Strategic Plan 2009-2013

VISION STATEMENT

To Be the Leading, Comprehensive University in Cambodia, Focused on Quality, Committed to the Development of the Country, and Contributing to the Global Society.

MISSION STATEMENT

The Royal University of Phnom Penh has a five-fold mission:

1. To produce and educate quality graduates with relevant knowledge, skills, and abilities;

2. To undertake research and gather knowledge for academic advancement and national development;

3. To extend knowledge, technological transfer, and development that contributes towards national self-reliance;

4. To provide service to the public and private sectors and for community development;

5. To promote cultural preservation, exchange, and development.

GOALS

GOAL I : To achieve national and regional standards of excellence.

GOAL II : Each department to develop their own respective Master and/or Doctoral programs.

GOAL III: All departments to develop their own research activities and community service programs.

GOAL IV: To upgrade and integrate Information and Communication Technology throughout RUPP so that all stakeholders can access and exchange information.

GOAL V: All departments will establish their own quality assurance /assessment mechanisms.

Royal University of Phnom Penh Strategic Plan 2009-2013

GOAL I: To achieve national and regional standards of excellence.				
Strategies	**Action Plans**	**Responsible Persons**	**Time Limit**	**Achievement Indicators**
POLICY AND STRUCTURES				
Clarify existing management and academic policies.	* Gather all existing policies at one location – Masters regulations, Handbook . . . * Disseminate throughout RUPP	Rector's secretary and Relevant Offices	2010	Policies gathered and available.
Make new policies necessary to fulfill RUPP's vision and mission.	* Revise regulations for undergraduate courses	Head of Study Office	2010	Regulation Revised.
	* Form a curriculum development committee	Vice-Rector in Charge	2010	RUPP Curriculum Committee established.
	* Develop policies for research (goal 3)	Vice-Rector & Fulbright Scholar	2010	Research Policies developed.
	* Develop policies for consultation, community service and culture	Vice-Rector	2010	Policies developed.
	* Disseminate throughout RUPP	admin. Office	2010	

Strengthen planning and evaluation	* Create a planning office responsible for coordinating strategic, academic, physical facilities, and financial planning and evaluation.	Rector office & planning Committee	2010	Planning Committee established.
Prepare for university's future autonomy	* Prepare new sub-decree for establishment of RUPP's autonomy. * Prepare for University council.	Rectorate & MoEYS	2010	New sub-decree of RUPP promulgated.
Develop 2 new faculties **1. Faculty of development** **2. Faculty of education** (*Graduate School of Education*)	* Prepare a new sub-decree for establishment of the two new faculties in RUPP including their board and organizational structures…	Rectorate	2011	First intake into undergraduate Education and Development Program.
MANAGEMENT				
Clarify management structure	* Describe roles and functions of central management. * Apply existing policy for staff nomination based on performance and merit.	Rector & Executive University Board	2009	Management structure clear.
Clarify decision making processes	*Describe decision making procedures. *Formalize faculty and student participation in decision making. * Prepare financial management reports. * Publish of institutional reports.	Rector & Executive University Board	2009	Decision making processes clear.

Clarify faculty and staff responsibilities and competencies	* Prepare a database of faculty and staff records; education, experience, training teaching, research, administrative workload.	Personnel Office & Technical Assistant (TA)	2011	Database and regulations established.
	* Develop regulations/ procedures regarding faculty and staff (recruitment, salaries, rights & responsibilities, performance self assessment, promotion).	Personnel Office &TA	2011	Regulations Developed.
HUMAN RESOURCES				
Promote faculty and staff development and training by developing a personnel development plan	* Assist faculty to find scholarships for overseas study or upgrade at RUPP. * Develop an incentive scheme to retain faculty after they have received an advanced degree.	International relationship Office, Research office and TA	2012	80% of faculty post graduates, 20% of PhD.
	* Develop academic ranking system according to performance and merit. * Give faculty promotions to academic research leadership positions.	Rector & Personnel Office	2012	Criteria set.
	* Give recognition to faculty who has returned with an advanced degree. * Evaluate personnel development plan annually.	Personnel Office & QA	2012	Criteria set, Faculty and Department plan disseminated.

Clarify procedures for recruitment of faculty and staff (civil service procedures)	(see Management above)			Policy of recruitment established.
Establish staff/faculty performance self-appraisal system with assistance from the QA Unit.	* Establish parameters and guidelines for performance self-appraisal.	QA Officer	2010	Parameters & guidelines developed.
	* Faculty and staff conduct self-appraisal.	faculty/staff	Every August from 2010	Self-appraisal submitted.
	* Each faculty/staff member discusses self-appraisal with a selected supervisor (department/office head/deputy head, or dean/vice-dean, or director/deputy director, or Rector/Vice-Rector).	faculty/staff		Individual meetings between faculty/staff member & supervisor/dean.
	* Keep on file at Personnel Office as confidential documents.	Personnel Office		Self-appraisal on file.
Encourage ethical behaviour of students, faculty and staff.	* Establish an ethics committee (see goal 3)	Rector & TA	2010	Committee established.
	* Make an activity plan for ethical behaviour of students, faculty and staff.	TA		

FUNDING				
Identify and define sources of funding	* Prepare statement of income and expenditure from government, student fees, external sources.	Rector & Financial Office	2010	Financial statement.
Obtain additional funding necessary to achieve goals	* Establish a development resources and fundraising office/unit. (see goal 3) * Seek funds from government / development donors, partnerships with foreign universities, local and international NGO's and through consultancies with business and industry.	Rector & Finance office	2010	Resource Development Unit established.
Develop a marketing plan for RUPP	* Seek TA to develop a marketing plan. * Renew RUPP handbook, catalogues. *Update the RUPP Internet in Khmer.	Rector office, TA & Expert IT IT Center	2010 2011	Marketing plan set.

Royal University of Phnom Penh Strategic Plan 2009-2013

GOAL II: Each department to develop their own respective Master and/or Doctoral programs.				
Strategies	**Action Plans**	**Responsible Persons**	**Deadlines**	**Achievement Indicators**
POLICY AND STRUCTURES				
Develop a policy handbook on academic organization (advisory board...) and standards of masters courses and PhD. programs.	* Make regulations and policies for the management of Masters programs and to maintain quality.	RO & TA	2009	RUPP MA/MS and PhD Guidelines.
Separate Libraries from Research Office **Establish an integrated University Library Network**	* Research Office (RO) in charge of all research and graduate programs at RUPP. * Head of Central Library coordinating all libraries in RUPP. * Introduce Bachelor of Librarianship	RUPP Executive Board	2009 2011	New appointments and organization established.
Create fundraising unit	* Create resource development unit.	Rector	2009	Unit established.

MANAGEMENT				
Strengthen the Research Office	* Clarify roles and responsibilities of Research Office: * RO responsible for coordinating and enforcing regulations for all graduate courses. * RO to assist departments to open new masters and/or Doctoral courses.	RUPP Board	2009	Duties defined.
Maintain and improve quality of Masters programs	* Conduct regular program evaluation. * Revise curriculum regularly * Conduct needs assessments for potential new Masters programs.	Vice-Rector in charge	on-going	Relevant documents promulgated.
HUMAN RESOURCES				
To teach in a master's program, need to have a PhD or a senior master's (have taught at least 5 years at the university level)	* Recruit/Invite local PhD holders to teach in the master's programs. * Use international partnerships to get faculty with PhDs and senior master's degrees in research and training.	Management of each program	2010	Program running.
Increase Research Office staff	* Recruit additional staff with doctoral and master's degrees for Research Office.	RUPP Board	2009	Staff recruited.

FUNDING				
Seek funding for various models of new Masters courses.	* Resource Development Unit (RDU) to seek technical assistance in fundraising. * Use RUPP website to solicit donations.	Rector & Related Bodies	2010	Fund received.
Seek government support for Masters programs	* Ask government to allocate budget for graduate programs.	Rector	2010	Government Approval.
Develop internal financial mechanisms for Masters program funding.	* Develop criteria for managing donor/MoEYS funds for Masters programs. * Develop an incentive scheme for faculty.	Rector	2010	Criteria Developed.

Royal University of Phnom Penh Strategic Plan 2009-2013

GOAL III: All departments to develop their own research activity and community service programs.				
Strategies	Action Plans	Responsible Persons	Deadlines	Achievement Indicators
POLICY AND STRUCTURES				
Set up policies and structures to support research activities in the university	* Consider research activities as a criterion for faculty rankings and promotions.	Personnel Office	2010	Promotions of faculty members with outstanding research activities.
	* RUPP provides research awards to faculty who have done research.	Research Office & Rectorate	2010	Awards presented in Annual General Meetings.
	* Use faculty database to determine teaching, research, and administrative workload. (see goal 1).	Personal Office	2011	Faculty/staff developed manuals.
	* Reduce teaching load to accommodate research responsibilities.	University Board of Directors	2012	10% of RUPP faculty published their research papers.
	* Establish Research Committee.			
Develop policy to manage research funding	* Develop criteria distributing fund based on activity.	Research Office & Finance office	2010	Policy Developed.

MANAGEMENT				
Research Office to assist dept. to develop research activities.	* Publicize research opportunities by emails to all faculty members. * Publicize research proposals on bulletin boards and send to the departments. * Publicize calls for proposals at meetings.	Research Office	2009	More research activities.
Improve quality of (undergraduate & graduate) student theses	* Departments propose that professors with advanced degrees to be in student thesis supervision and evaluation committees. * Develop criteria for selecting students to write theses (based on merit, not percentage). * Monitor supervision process.	Departments Program Units & Research Office	2009	Criteria developed.
Publicize student & faculty research activities	* Select student & faculty research activities to be published. * Publish selected student & faculty research activities in the RUPP Newsletter and website.	Program Units, Research Office & IT Center	2010	Research publicized.
HUMAN RESOURCES				
Develop faculty incentives to do research	*Develop criteria for research award. *Provide research award to faculty with a recent research record.	Rector & Research Office	2010	Criteria developed Awards presented.
Develop faculty research capacity	* Request technical assistance in research from Fulbright, VSO, VSA… and individual experts.	Research Office	2009	Increased significant publications.

FUNDING				
Develop database of funders and agencies	* Request technical assistance in fundraising from Fulbright, organizations and individuals.	Research Office & Resource Development Unit	2009	Database developed.
Develop capacity of faculty to write research funding proposals	* Request research proposal writing trainers from Fulbright, organizations and individuals.	Research Office & Resource Development Unit	2009	Capacity developed.
Advocate to get seed money from the government for research activities.	* Submit proposals to Department of Scientific Research and Direction General of Higher Education of MoEYS.	University Board	2009	Fund received from MoEYS.

Royal University of Phnom Penh Strategic Plan 2009-2013

GOAL IV: To upgrade and integrate Information and Communication Technology throughout RUPP so that all stakeholders can access and exchange information.				
Strategies	**Action Plans**	**Responsible Persons**	**Deadlines**	**Achievement Indicators**
POLICY AND STRUCTURES				
Formalize/clarify responsibilities of and channels of communication with the IT Center	* IT Center becomes responsible for coordinating IT throughout RUPP.	Rector & IT Head	2009	Official approval from MoEYS.
	* IT Center to organize and maintain regular communication, and meeting with IT managers throughout RUPP (Campus I, II, IFL, Library, CJCC . . .)	IT Head & Board	2010	Improved communication.
MANAGEMENT				
IT Center to design & set up Network and Internet infrastructure of RUPP	* Set up a Data Center to manage the main servers (data, web, DNS, E-mail, fire wall, and wireless)	IT Team	2011	Established.
	* Make or integrate network connections (cable/wireless) to all departments, offices, centers and units.	IT Team	2010	Network established.
	* Integrate existing data systems throughout RUPP.	IT Team	2010	Network established.

IT Center to provide IT services within RUPP	* Provide and maintain the RUPP website and email accounts.	IT Center Team	Ongoing	Up-to-date website email being used.
	* Provide IT support and advice throughout RUPP	IT Center Team	Ongoing	Problems solved.
	* Provide internet access to RUPP components.	IT Center Team	2010	Services being used.
	* Provide IT training off/online.	IT Center Team	Ongoing	Skills being used.
IT Center to provide e-education resources to students	* Upgrade and integrate Learning Content Management System (LCMS) with RUPP web server to provide online course information and resources, student records.	IT Center Team & stakeholders	Ongoing	LCMS set up & Services being used.
HUMAN RESOURCES				
Expand IT Center personnel	* Recruit: System security manager, System manager, database administrator, Network specialist(4), Telecommunication Coordinator, Server administrator specialist, Technology support manager, Helpdesk coordinator, Computer services(3). * Seek external technical assistants/experts.	Rector, Personnel office, and IT Team IT Team & TA	Ongoing	Staff &Technical Assistants recruited.
Clarify roles of IT person in each department, office, center, and unit.	* Require that each office, department, and unit select an IT person to cooperate with the IT Center.	Rector, Department, Office, Center and Unit Heads	2009	IT representative selected.

FUNDING				
Get funding for infrastructure development	* Write funding proposal to donor organizations . . .	IT Team & Resource Development Team	Ongoing	Budget approved.
Raise/Get funding for ongoing expenses	* Add an IT fee to student fees. * Plan and use funding from Program Budgeting (PB).	Finance office	2010	Budget received.

Royal University of Phnom Penh Strategic Plan 2009-2013

GOAL V: All departments will establish their own quality assurance*/assessment mechanisms.				
Strategies	**Action Plans**	**Responsible Persons**	**Deadlines**	**Achievement Indicators**
POLICIES AND STRUCTURES				
Establish RUPP quality policies.	* Make policy that each department establishes its own QA Team.	QA Officer & relevant Vice-Rector(s)	From 2009	Quality policies written and disseminated.
	* Make policy that each department improves program specifications.	Department management & Dean	2009	Policy available.
	* Make policy that each department meets every month on activities evaluation and planning.	University Board	2009	Monthly meeting minutes submitted to the dean and then summarized for Rector.
MANAGEMENT				
Each department will take responsibility for student evaluation of courses with assistance from the QA Unit.	* Conduct a workshop on course evaluation for the departments (at least one designated person from each department).	QA Officer & computer trainer	2009	Each department comes up with their own student evaluation system.

	* Discuss with the QA Officer the department's own student evaluation system.	Department designated persons	2009	Student evaluation forms on file at QA Unit.
	* Conduct student evaluation.	Department designated persons	Every Jan. and Jun. from 2010	Report in RUPP management meeting.
	* Discuss results with faculty.	Department Heads and Dean	Every Apr. and Aug.	Report in RUPP management meeting.
Each department is responsible for maintaining quality.	* QA Teams headed by Department Heads or Deputy Heads.	Department management & Deans	2009	QA network approved and officially appointed by the Rector.
	* Each department writes program specifications (details in AUN-QA Manual, pp. 48-50) and updates regularly.	Departments	2009	Program specifications written and updated.
	* Each department has a faculty/staff meeting once a month.	Department management & Deans	2009	Minutes of each meeting submitted to the dean.
	* Each department has a management meeting once a month.	Department management & Deans	2009	Minutes of each meeting submitted to the dean.

Departmental QA teams conduct program self-assessment facilitated by QA Unit.	* QA unit trains departmental QA Teams on program self-assessment.	AUN Trainers	2010	Report on program evaluation training written.
	* Combine ACC and AUN criteria to establish RUPP Guidelines for Program Self-Assessment.	QA Officer	2010	RUPP Guidelines for Program Self-Assessment published and distributed to departments.
	* QA Unit Conducts a workshop on RUPP Program Self-Assessment.	QA Officer	2009	Report of the workshop conducted.
	* Each department conducts their own program self-assessment according to the RUPP Guidelines for Program Self-Assessment.	Departmental QA Team	2010	Self-assessment results of each department written and submitted.
	* Revise the departmental strategic plan and submit it to the Executive Board.	Department management	Every Nov. from2009	Revised strategic plan submitted.
	* Repeat steps of the plan annually.			

HUMAN RESOURCES					
Strengthen the Quality Assurance Unit.	* Recruit additional QA Officer(s).	Rector	2009	Additional QA Officer recruited.
	* Institutionalize the QA unit within RUPP	Rector	2009	Official recognitions approved.
	* Get official appointments of Head of Quality Assurance Unit and staff.	Rector	2010	Official appointments made.
	* Attend conferences/ workshops on internal quality assurance.	QA Officer	Annually from 2009	Report on the conference and the participants' names.
	* Participate in the AUN Actual Assessment to learn about the AUN program assessment process.	QA Officer	2009	Report on the observation.
	* Continue to attend the annual AUN-QA Workshops and Meetings.	QA Officer	2009	Report on the Workshops and Meetings.
FUNDING					
Get funding for evaluation process	* Use RUPP fund for subject evaluation	Finance office	2009	Budget received.
	* Use Program Budgeting (PB) for tracer study	Finance office		Tracer Study implemented regularly in a definite time.

Russian Federation Blvd. Toul Kork, Phnom Penh, Kingdom of Cambodia

Website: http://www. rupp.edu.kh