



ROYAL UNIVERSITY OF PHNOM PENH



Strategic Plan

2019-2023

Cambodia's Flagship University

Motto

Recognize and Unlock People's Potentials (RUPP)

Core Value

Creativity, Openness, Responsibility, Excellence (CORE)

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Message from Chair of RUPP Board of Trustees

The Royal University of Phnom Penh is the oldest and largest public university in Cambodia. So far, this university has contributed significantly to empowerment and development of human resources for both public and private sectors of the country. Acknowledging great impacts of the coming 4th industrial revolution and of globalization, it is imperative for RUPP to enhance and strengthen its capacity in producing high-quality human resources as a crucial element for developing Cambodia towards high-middle income country in the near future.

Realizing the significance of the Royal Government of Cambodia (RGC)'s Rectangular Strategy Phase IV, which focuses centrally on upgrading human resources and strengthening of science and technology, the Board of Trustees together with management, faculty, staff, and students are committed to reform the governance of

the university and to upgrade the quality of education so as to produce excellent human resources required for the development of the country.

This Strategic Plan 2019-2023 is developed as a guideline to move our university forward to become Cambodia's flagship university. With strong spiritual commitment of RUPP's leaders and its family, and great support from our development partners, it is a golden opportunity for RUPP to take up the challenges to become the Flagship University in the next five years.

On behalf of the Board of Trustees, I would like to thank everyone who has involved in developing this Strategic Plan, especially our Strategic Plan Steering Committee and Technical Working Group for their tireless efforts and hard work to make this important document. I strongly encourage all relevant members of our RUPP's family to use it, and importantly translate the strategic recommendations into action plans, and implement them effectively.

I wish everyone happiness and good health!

- H.E. Mey Kalyan, PhD



Message from Rector of RUPP

Dear Past, Present, Future RUPPers and All,

Time does fly. We are now approaching the end of the second decade of the 21st century. RUPP's Strategic Plan 2014-2018 is now coming to its end and, looking back, RUPP has come a long way toward its goal as a flagship university in Cambodia. In the past five years, the number of students enrolling has been steadily increasing in all three shifts - morning, afternoon, and evening. Students services have been significantly improved to a point that any former graduate of the school who would visit would utter in disbelief how the changes. We have a Bright and Noble Group or BANG for short to assist our first-year students to fit better into their new life in the university and even in Phnom Penh if they come from provinces. Our faculty members have been upgrading themselves to higher qualification so that they would provide better learning experiences to our students. Our football field was upgraded to an international standard and a brand new Startup Center was set up to make sure the students are assisted in every possible way to apply what they learn into real-world contexts with the support of our partners in both government and private sectors.

The university has also invested in supporting faculty research by offering different amount of faculty research grants to our faculty members. We even establish a new multidisciplinary research journal for all researchers, be they RUPPers or not. Furthermore, RUPP has established a now functioning Silk Research Center for our teachers and students to thoroughly study in this area. This is not to mention the STEM-building that is being finished as RUPP is committing itself fully to the Royal Government's goals of 2030 and 2050. There are other countless changes that I would like to invite everyone to come to RUPP to witness in person.

And there will be even more exciting changes to come in the coming years. I would like to present to you our new Strategic Plan for 2019-2023, our brief summary of some of our commitments to quality education in Cambodia. In the next five years, RUPP is going to focus more intensively on academic reform after the first five years of piloting some programs. The reforms will specifically attempt to address the issues of skill gaps and skill mismatch that Cambodia has long been facing. Soft skills for 21st century will be emphasized. Furthermore, certain programs now will be internationalized and research will be strongly encouraged among faculty members and post graduate students. Also, STEM education and research will receive special attention while research in humanities will also be the focus as evident in the new inter-higher education institution research center in the field. The new center will be established in 2019 after a long preparation that has been going on since 2016.

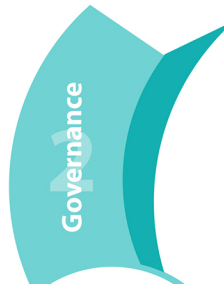
We have come this far thanks to the efforts of so many people and agencies. I thank the Royal Government of Cambodia and the Ministry of Education Youth and Sport for their tireless commitments and initiatives to quality education and development in Cambodia. I thank all other government agencies, particularly the Ministry of Economics and Finance and EDC for their cooperation, trust and investment in RUPP. I also thank other development partners, particularly World Bank and SIDA for choosing RUPP to be an implementer for their many projects. I thank all our faculty members and supporting staff for providing teaching and supporting services to our students so that they can study better. Finally, I thank all past and present students and their families for choosing RUPP. Let's all continue to work together to make even more positive changes for our country.

- H.E. Chet Chealy, PhD

KEY DRIVERS

Human Resource - Highly capable and motivated human resource:

- A. Enhance capacity building and professional development.
- B. Create and implement professorship system.
- C. Reduce teaching load and increase research outputs.
- D. Enact efficient monetary and non-monetary incentive system.



Governance - Good governance, efficient management, and well-organized structure:

- A. Implement strategic, results-based, and student-focused management.
- B. Reform organizational structure for efficiency and effectiveness.
- C. Enhance coordination, collaboration, and communication.
- D. Improve financial efficiency, accountability, and transparency.

Curriculum

Curriculum - Updated and relevant curriculum:

- A. Develop curriculum that are outcomes-based, demand-driven, and ICT-based and promote social responsibility, creativity, innovation and entrepreneurship.
- B. Create university-wide credit system.
- C. Establish and operationalize Academic Committee.
- D. Enforce QA monitoring system.

Infrastructure - Adequate and quality infrastructure, facilities, and environment:

- A. Improve and build more infrastructure.
- B. Improve teaching and learning facilities.
- C. Enhance safety and security.
- D. Improve sanitation and natural environment on RUPP campuses.

Infrastructure

Human Resource

RUPP



INTRODUCTION

The Royal University of Phnom Penh (RUPP), founded in 1960, has undergone a series of transformations to become the leading national university in Cambodia. Other transformations are still happening. In the last five years, for example, RUPP has made considerable progress in many areas including organizational structure, institutional governance, capacity building, infrastructure development, research, teaching and learning, curriculum development, and quality assurance. These achievements have encouraged RUPP management and faculty to strive harder to implement the institutional reform and achieve development goals.

Looking towards the future, RUPP will grasp opportunities and assume a key role in driving Cambodia's socio-economic development through the creation of human capital and the provision of quality research, training and community service. RUPP aspires to contribute to the achievement of the 2030 and 2050 national development goals of the Royal Government of Cambodia, as well as the higher education vision of the Ministry of Education, Youth, and Sport.

Against this backdrop, this Strategic Plan 2019-2023 has been developed to guide RUPP in realizing its development vision and goals for the next five years. It will serve as a roadmap for the university to orient its focus and for its sub-units to devise their own action plans accordingly. The strategic plan will move RUPP closer to assuming its place among other national universities in the ASEAN region as a center for intellectual and cultural development.



GOALS

GOAL 1 Enhance teaching and learning

At the heart of educational activities are the “teaching and learning.” At RUPP, we believe that students are employing two complementary learning approaches: the “surface learning” which focuses on the memorization of content, and the “deep learning” which focuses on the active search for meaning that can be applied in the pursuit of personal, professional and social development. To facilitate these two different approaches to learning, the RUPP faculty members are encouraged to use three different teaching approaches: (1) teaching as transmission of content knowledge so that we can pass down the stock of human knowledge and tradition to the next generation; (2) teaching as organization of activities so that students become independent learners either as individuals or groups; and (3) teaching as enabling of the learning process. The last approach is the highest level of learning where students learn from each other through acknowledging that different backgrounds and life-stories can be valuable resources for teaching and learning. These teaching and learning approaches will be achieved through the following six strategies:

- 1.1 Enhance capacity building, professional development, and life-long learning.
- 1.2 Improve teaching and non-teaching staff working conditions and motivation.
- 1.3 Further improve student and staff services.
- 1.4 Review and update curriculum on a regular basis to make them outcomes-based, demand-driven, and ICT-based.
- 1.5 Implement a university-wide credit system.
- 1.6 Further improve, build, and maintain physical resources.

VISION

- To be Cambodia’s flagship university with regional standing in teaching and learning, research and innovation, and social engagement.

MISSION



- To contribute to national, regional, and global sustainable development and the preservation of national cultural and natural heritage by
 - o equipping our students with the essential knowledge, skills, values, and attitudes required by the information- and knowledge-based society;
 - o providing high quality research and innovation; and
 - o being actively engaged with society.



GOAL 2 Promote research and innovation

Research and innovation involve investments in discovering new technologies and applying technological solutions to solve problems and grasp opportunities to enrich people's lives. The world is being transformed by new technologies and innovations and has embarked on the Fourth Industrial Revolution. This newest revolution is making people's lives better by improving the way we communicate and work in all sectors. Research and innovation play indispensable roles and are key factors that define the advancement of society and the economy. In this regard, promoting research and innovation is one of the priorities of higher education institutions. To promote research and innovation, RUPP needs to:

- 2.1 Enhance basic research that advances knowledge and applied research that solves problems, mainly local and national.
- 2.2 Create an enabling environment for research and innovation.
- 2.3 Introduce an incentive scheme for faculty who are involved in research and/or innovation.
- 2.4 Build the faculty members' research skills.

GOAL 3 Develop well-rounded citizenship and effective leadership

Developed countries need not only human resources with employable skills but also active citizens with a set of values and other soft skills. Values such as respect and resilience, and soft skills including critical thinking and leadership are all important for enabling a country to develop. Education, particularly higher education, plays a key role in equipping students with the skills to participate in the economy as both employees and entrepreneurs, and preparing them to lead their own lives meaningfully and to undertake lifelong learning in the knowledge-based society. RUPP, as the leading national university in Cambodia, is committed to providing higher education with the goal of developing graduates who are full-fledged citizens and effective leaders. To achieve this goal, RUPP will:

- 3.1 Offer Civic and Citizenship Education, especially to freshmen.
- 3.2 Introduce a course on Ethics and/or Philosophy of the Human Person.
- 3.3 Organize leadership development programs for management, faculty, and students.





GOAL 4 Promote sustainable development and preserve Cambodian cultural and natural heritage

Based on experiences from various universities around the world, a foundational knowledge on sustainable development needs to be included in university curricular in order to enhance the quality of educational programs. The universities should cultivate a positive attitude toward environment and the preservation of cultural and natural heritage in their students and staff. To achieve this goal, RUPP will:

- 4.1 Introduce/incorporate global and Cambodian Sustainable Development Goals (SDGs) in all programs.
- 4.2 Increase the number of environmental awareness events and cultural activities on and off campuses.



GOAL 5 Expand social engagement

Social engagement deals broadly with the university's participation, relationship and connection with the society including the government, business, and civil society. Wider, active social engagement does not only raise the public profile of the institution but also contributes to the development of the society as a whole. Therefore, it is essential that social engagements be prioritized when designing curriculum and implementing education programs. To achieve this goal, the following strategies will be implemented:

- 5.1 Pilot or introduce a credit-bearing Service-Learning course in certain programs.
- 5.2 Establish a social engagement unit.
- 5.3 Increase RUPP involvement in policy development and implementation with external bodies.

Enabling Strategies

E.1 Further enhance the university's good governance.

E.2 Enhance internal coordination, collaboration, and communication.

E.3 Improve and enforce QA monitoring system.

E.4 Mainstream strategic, results-based and student-focused management into all programs and activities.

E.5 Further improve safety, security, sanitation, and natural environment on RUPP campuses.

E.6 Strengthen university-industry linkages.

E.7 Diversify revenue generation.

E.8 Promote digitalization.

E.9 Promote internationalization.



Periodical Reviews

The RUPP Strategic Plan 2019–2023 will be reviewed twice. A mid-term review will be done in 2021 and a final review will be conducted by the end of 2023. To undertake this task, the university will select and train the M&E officers to deal with data and information management. The reviews are conducted for the purposes of assessing the success and challenges of implementing the strategic plan as well as to inform the development of future strategic plans.

Appendix 1 : Summary of Strategic Plan

Vision	Mission	Goal	Strategies	Proposed Activities
To be Cambodia's flagship university with regional standing in teaching and learning, research and innovation, and social engagement.	To contribute to national, regional, and global sustainable development and the preservation of national cultural and natural heritage by: <ul style="list-style-type: none"> equipping our students with the essential knowledge, skills, values, and attitudes required by the information- and knowledge based society; providing high quality research and innovation; 	Goal1: Enhance teaching and learning	1.1 Enhance capacity building, professional development, and lifelong learning.	1.1.1 Reactivate the Continuing Education Center (CEC).
			1.2 Improve teaching and non-teaching staffs working condition and motivation.	1.2.1 Introduce a salary supplement scheme for certain teaching staff.
				1.2.2 Introduce RUPP's awards for superior work performance
				1.3.1 Further improve parking
			1.3 Further improve student and staff service.	1.3.2 Further improve First Aid kit and service.
				1.3.3 Further improve the accessibility of students and staff with disabilities.
				1.3.4 Build dormitory for students and visiting professors
				1.4 Review and update curriculum on a regular basis to make them outcomes-based*, demand driven*, and ICT-based*.
			1.4.2 Enhance STEM education and training	
			1.4.3 Upgrade certain leading programs to be flagship programs.	
1.4.4 Establish and operationalize an Academic Committee.				
and, <ul style="list-style-type: none"> being actively engaged with society. 			1.5 Develop credit system policy.	1.5.1. Implement a university wide credit system
			1.6 Further improve, build, and maintain physical resource.	1.5.2. Categorize core and elective courses/subjects.
				1.5.3. Introduce major and minor fields of study.
				1.6.1 Improve, build, and maintain libraries, teaching/learning labs, safe and clean classrooms, ICT facilities, toilets, etc.
				1.6.2 Develop and update teaching and learning materials

Vision	Mission	Goal	Strategies	Proposed Activities
		Goal 2: Promote research and innovation	2.1 Enhance basic research that advances knowledge and applied (strategic) research that solves problems,	2.1.1 Promote Silk research and innovation 2.1.2 Promote applied research that meets domestic needs.
			mainly local and national.	
			2.2 Create an enabling environment for research and innovations.	2.2.1 Increase research and innovation grants for faculty
				2.2.2 Introduce research and innovation prizes and grants for students.
				2.2.3 Establish an Internal Review Board (IRB).
		2.2.4 Improve research and innovation management mechanism.		
		Goal 3: Develop well-rounded citizenship and effective leadership	2.2.5 Improve research and innovation infrastructure, facilities, labs and materials	
			2.2.6 Establish a professorship system.	
			2.3 Introduce an incentive scheme for faculty who are involved in research and/or innovation	2.3.1 Reduce each faculty member's teaching load and increase their research hours.
				2.4 Build the faculty's research skills.
3.1 Offer Civic and Citizenship Education, especially to freshmen.				
3.2 Introduce a course on Ethics and/or Philosophy of Human Person.				
3.3 Organize leadership development programs for management, faculty, and students.				

Vision	Mission	Goal	Strategies	Proposed Activities
		Goal 4: Promote sustainable development and preserve Cambodian cultural and natural heritage	4.1 Introduce/incorporate global and Cambodian SDGs in all programs.	
			4.2 Increase environmental and cultural events on and off campuses.	
			5.1 Pilot or introduce a	
		Goal 5: Expand social engagement	credit-bearing Service Learning course in certain programs	
			5.2 Establish a social engagement unit.	
			5.3 Increase RUPP's involvements in policy developments and implementations with external bodies.	
		Enabling Strategies	E.1 Further enhance the university's good governance	E.1.1 Improve organizational structure
				E.1.2 Further expand RUPP in a cost-effective manner
				E.1.3 Mainstream the principles/tenets of good governance like accountability and transparency, through local and overseas training.
				E.1.4 Establish a few essential permanent bodies
			E.2 Enhance internal coordination, collaboration, and communication	E.2.1 Enhance professionalism, openness and respect
				E.2.2 Enhance friendship and sense of ownership
			E.3 Improve and enforce QA monitoring system	E.3.1 Align RUPP's QA system with national and regional QA systems
			E.4 Mainstream results based and strategic	E.4.1 Create an HR development unit.
		management into all programs and activities.	performance/merit-based compensation policy, a finance and investment committee, an administrative committee	

Vision	Mission	Goal	Strategies	Proposed Activities
			E.5 Further improve safety, security, sanitation, and natural environment on RUPP campuses.	E.5.1 Clean, green and safe campuses.
			E.6 Strengthen university industry linkages	E.6.1 Establishing a university-industry linkage unit.
		E.7 Diversify revenue generation		E.7.1 Establish RUPP Alumni Association
				E.7.2 Establish a business management office hiring campus or business manager
				E.7.3 Increase consultancy, service, and other business oriented activities
				E.7.4 Facilitate the process of filing for patents of research and commercializing it.
		E. 8 Promote digitization		E. 8.1. Digitize Academic & QA Management
				E. 8.2 Digitize Accounting and Financial Management
				E. 8.3 Digitize Human Resource Management
				E. 8.4 Digitize Research and Publication
				E.8.5 Digitize Library System
				E. 8.6 Digitize Student Affairs
				E. 8.7 Digitize management and Administration
				E 8.8 Strengthen online information and database system
		E. 9 Promote internationalization		E.9.1. Promote student and staff mobility
				E.9.2. Increase number of international programs



Apendix 2 : Strategic Planning Commitee

Steering Committee

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- Mr. Than Meng Leap

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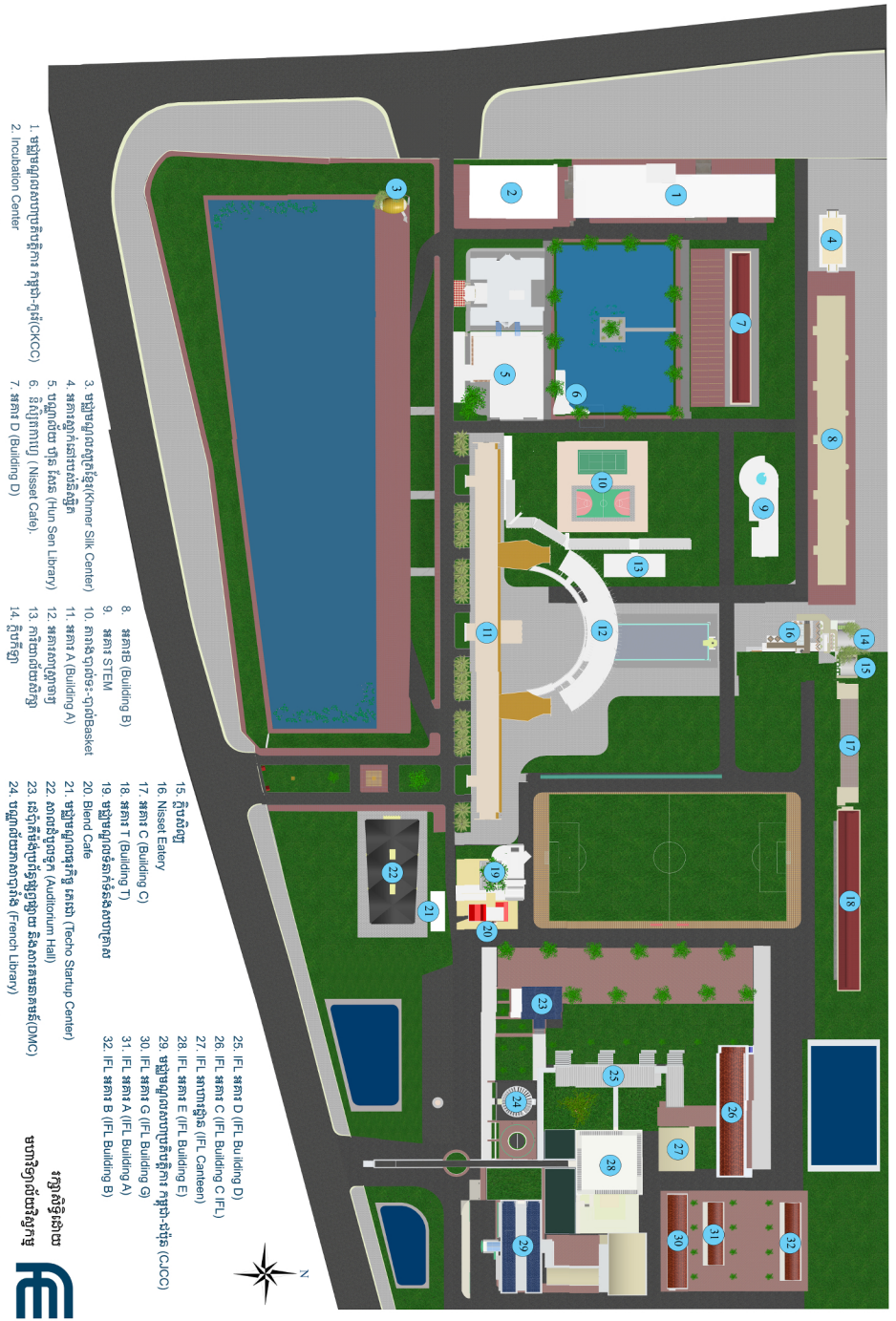
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