



MINISTRY OF EDUCATION, YOUTH AND SPORT



ROYAL UNIVERSITY OF PHNOM PENH

# STRATEGIC PLAN 2014 - 2018



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# **STRATEGIC PLAN 2014 – 2018**

*Transforming RUPP into Cambodia's Flagship University*



## **Content**

<b>Foreword</b>	1
<b>Vision</b>	3
<b>Mission</b>	4
<b>Goals</b>	4
<b>Strategies</b>	5
A. Leadership and Management	5
B. Staff Capacity Building and Development	5
C. Administration and Finance	6
D. Teaching and Learning	6
E. Research and Innovation	7
F. Income Generation and Diversifying Sources of Income	8
G. Institutional Expansion	8
<b>Monitoring and Evaluation</b>	10
A. For each faculty/institute/center	10
B. For leadership and management	10
<b>Appendices</b>	11
A. Strategic Plan Development Task Force: Steering Committee and Technical Working Group	12
B. Infrastructure Development Plan (Civil Works)	13



## **Foreword**

The Royal University of Phnom Penh (RUPP) is the oldest and largest public university in Cambodia. It has contributed significantly to development of human resources for many sectors, especially in the training of teacher candidates for high schools and other public servant placements. As Cambodia will be integrated into the ASEAN Economic Community in 2015, there is a need for the RUPP to strengthen and expand its roles of teaching, research and service.

Situational analysis has informed us that the RUPP is facing a significant challenge in capacity development and thus requires comprehensive reform in terms of leadership and management, administration, finance, staffing and facilities. Our goals of putting the right people in the right places, improving methods of teaching and learning, enhancing institutional capacity for research and development, and developing infrastructure and campus services must be achieved in order to transform the current RUPP into Cambodia's flagship university.

At present, about 6 percent of our full-time staff holds doctoral degrees, 64 percent have master's degrees, others have just Bachelor degrees, but we still have about 7 percent of our administration and finance staff with educational background below bachelor degree level. We have almost 20,000 students and we have more scholarship students and less fee-paying students than other large public universities. For many reasons, our administrative and financial services are non-responsive to the current needs of the University. Faculty development for research, consultancy and community service has been a challenge for many years due to limited institutional and staff capacity.

Under the framework of the Law on Education, the Policy on Higher Education Vision 2030, and the Education Strategic Plan 2014-2018, a task force of the RUPP under the leadership of the Rector was created including a Steering Committee and a Technical Working Group. In consultation with the University community, these groups were tasked with preparing this strategic plan delineating what steps are needed and in what order they need to be taken to reform the RUPP over the period 2014-2018.

The purpose of this Strategic Plan 2014-2018 is to ensure the efficiency and effectiveness of services provided by all levels of staff of the RUPP from senior management through faculty, center and department levels. This work includes the essential contributions of the administration, finance and academic offices of the university. The strong commitment of the entire team of the RUPP will guarantee the operationalization of our vision, missions, goals and strategies as outlined in this plan for reform.

Phnom Penh, May 2014

Rector



## Vision

**To become Cambodia's flagship university<sup>1</sup> in teaching, research and community services.**



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<sup>1</sup> A flagship university is one that has top class faculties with established centers of excellence .This type of university enrolls top students and receives government support. It is a prestigious institution that competes well with other private and public universities.

## **Mission**

In order to succeed in transforming the current RUPP into the flagship university of Cambodia, the Mission points are as follows:

1. Building competency (knowledge, skills, values, and attitudes) for students in all education and training programs and equipping them with entrepreneurship skills, innovation skills, cross-cultural competence, and employability skills;
2. Becoming a center of excellence for language learning and information and communication technology (ICT);
3. Becoming a leading institution for Social Science and Humanities and STEM (science, technology, engineering and mathematics) education;
4. Enhancing research and development in all graduate programs;
5. Becoming the leading institution for the provision of high-quality research, consultancy and community service;
6. Becoming a center of good governance in which all administrative and financial services will be accountable, transparent, and participatory to students, staff members and stakeholders.

## **Goals**

In order to achieve the Mission laid out in the preceding statements, the ten goals of the University are as follows:

1. Enhance teaching staff and middle-level administrative staff to hold at least master's degrees with both English and ICT competence;
2. Be an established center for high-quality research and publications;
3. Increase graduate programs and enhance academic freedom;
4. Increase the number of international students in all types of courses;
5. Enhance student and faculty exchange with universities in the ASEAN University Network (AUN) and other partner universities, including services provided to development partners and civil society organizations;
6. Promote integrity and a sense of belonging and ownership among students, faculty and staff;
7. Ensure a safe and sound teaching and learning environment;
8. Provide free information technology (IT) support and internet access to all students and staff;
9. Become a resource center for teaching/learning, research and community service;
10. Mainstream quality assurance and evaluation mechanisms in all departments and programs.



## **Strategies**

In order to arrive at the above ten goals by the end of 2018, certain adjustments are required in the areas of leadership and management, staff capacity building and development, administrative and financial services, the quality of teaching and learning, research and innovation capacity, and the diversification of income sources. Hence, 41 strategies are indicated as follows:

### **A. Leadership and Management**

1. Form an Academic Council and an Administrative Council to assist and support the “Senior Management” or Leadership. The “Senior Management” team is comprised of the Rector and Vice-Rectors. The Terms of Reference of the two Councils will be developed in order for the Leadership to reform and prepare new internal management procedures, as well as changes in academic policy, student enrolment and support policy, fee policy, scholarship policy, staff recruitment and promotion policy, service and research policy, and an annual action plan.
2. Form a “Middle Management” team which comprises deans, vice-deans, institute directors/deputies and center directors in order to better manage programs in a collaborative manner by linking program planning and financing and staffing at faculty, institute and center levels for an optimal flow of tasks and responsibilities to ensure program quality.
3. Form a “Front Line Management” team which comprises heads and deputy heads of departments, programs and offices to enable decision-making at the levels needed for accountability and academic improvement and innovation.

### **B. Staff Capacity Building and Development**

4. Categorize staff as teaching and non-teaching, part-time, full-time, and contractual for receiving training support, professional development and promotional opportunities;
5. Undertake staff recruitment, retention, and promotion in a transparent, competitive and accountable manner;
6. Facilitate staff for internship, fellowship and scholarship opportunities for working and studying abroad;
7. Develop staff competence in teaching, learning, research and community service;

### **C. Administration and Finance**

8. Improve financial processes, procedures and policy to ensure the effectiveness, efficiency, accountability, and transparency of the system;
9. Prepare ICT-based personnel and financial management plans;
10. Prepare staff and student incentive policy;
11. Improve printing house facilities to produce an RUPP fact sheet, brochures, guidebooks, etc.
12. Prepare and update inventory lists of equipment and facilities;
13. Improve student information and services;
14. Develop marketing and outreach strategies;
15. Modernize the physical infrastructure including sanitation facilities, cafeteria and restaurants, lighting systems, and vehicle parking facilities to ensure safety and security;
16. Build a sports complex to improve physical education of students and staff;
17. Mobilize funds to construct a STEM Building for the Faculty of Science;
18. Mobilize funds to construct a joint building for hosting the Faculty of Education and Center for Khmer Studies; and also buildings for large conferences, hostels for staff and students and a daycare center;
19. Establish libraries for foreign language studies and international affairs;
20. Revise the current management structure to facilitate administrative and financial management based on a good governance framework.

### **D. Teaching and Learning**

21. Establish a committee to meet regularly with employers and then revise the curriculum to meet local and regional market needs.
22. Improve teaching and learning methodology and strengthen the assessment and examination administration system by creating an office for staff professional development in teaching/learning and assessment.
23. Implement lecturer's self-reflection and evaluation.
24. Update teaching and learning materials and equipment.



## **E. Research and Innovation**

25. Establish a Research Management Committee to plan, develop and manage research-related activities;
26. Allocate RUPP funds to support research and development;
27. Encourage faculty and students to become members of professional societies, participate in national and international conferences, do presentations of academic papers, and publish their papers and books with peer-reviewed journals/publishers;
28. Motivate staff and students to do and collaborate in research with local and international partners through financial and academic incentive support;
29. Facilitate faculty and students to file for patents of, and commercialize, their research outcomes;
30. Promote a research environment at RUPP and provide necessary research facilities to improve research capacity to establish specialized research centers/institutes and academic journals;
31. Organize annual scientific research forums to embed research findings in policy development.



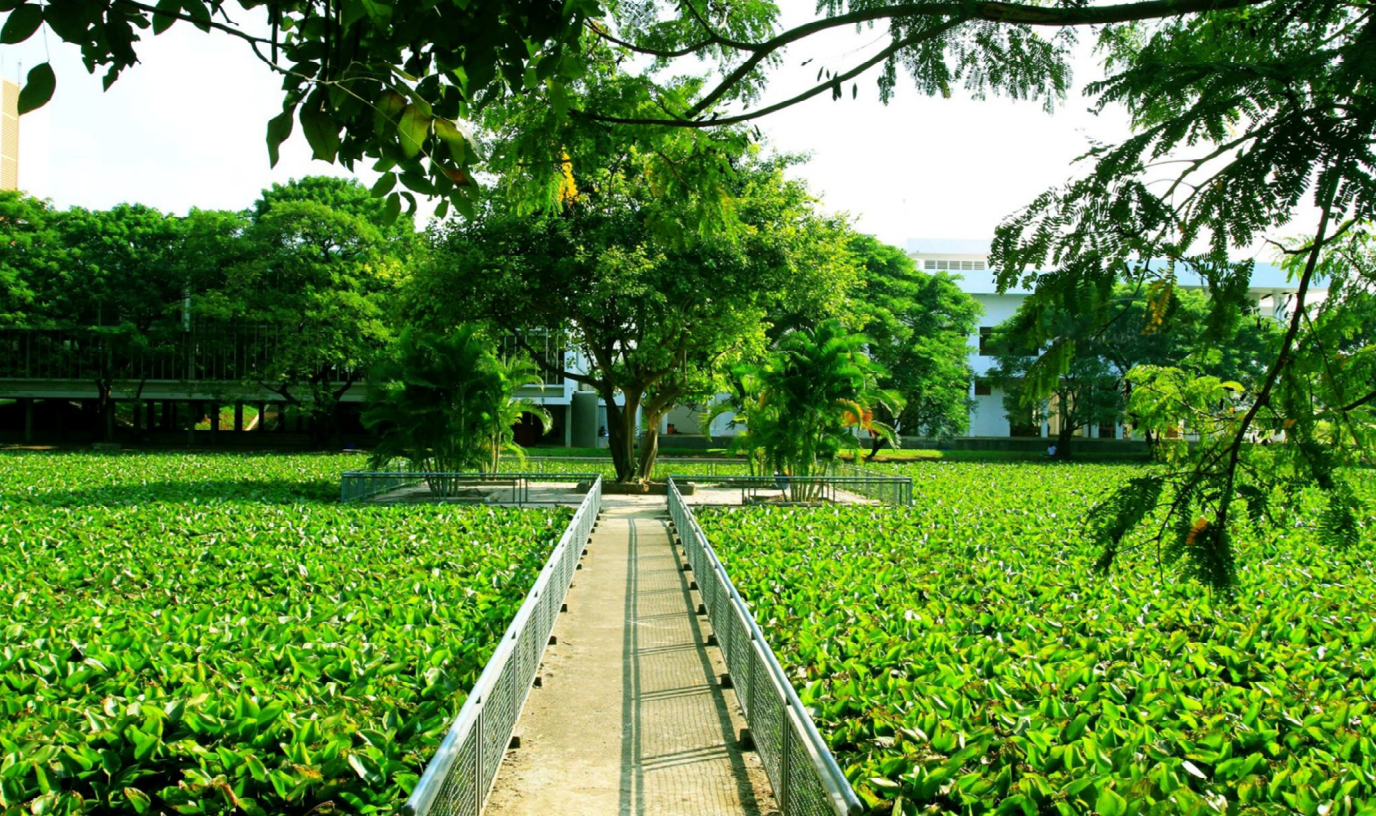
## **F. Income Generation and Diversifying Sources of Income**

32. Increase offerings of demand-driven short courses and services to the public, with special fees for full-time staff of the RUPP;
33. Establish a procurement and marketing committee to support internal and external services in the form of research, consultancy and other fee-based services;
34. Re-examine the services provided on the RUPP campuses, including parking areas, cafeterias, shops and restaurants;
35. Explore business opportunities, e.g. creating more sports and conference facilities, cafés or restaurants for staff and visitors, souvenirs shops, banking facilities, hostels, and post office;
36. Establish an Office for Entrepreneurship to provide support and guidance for business incubation and start-up development by students, staff and stakeholders.

## **G. Institutional Expansion**

37. Create a Faculty of Education to offer both undergraduate and graduate degree programs;
38. Create a Center for Khmer Studies;
39. Establish a program for general English and English for Specific Purposes;
40. Upgrade the Department of International Studies to become a School of Public and International Affairs and transform the Departments of International Business Management and Department of Tourism into Faculty of Business and Management;
41. Upgrade the Center for Population Studies to an Institute for Development Research.







## **Monitoring and Evaluation**

Each faculty/institute/center must develop its annual action plan detailing how it will achieve the goals and strategies and submit it for Senior Management approval. Select an M&E officer to be trained for data and information management and report by end of June. Each faculty/institute/center is required to develop joint monitoring indicators for an annual review of its progress and achievements, a mid-term review (August 2016) and a final review at the end of the Strategic Plan period in late 2018 or early 2019. The key monitoring indicators are as follows:

### **A. For each faculty/institute/center**

- number of faculty/staff members with master's and doctoral degrees (against the current academic year 2013-2014)
- number of faculty/staff members increase their pay scales (within every two years)
- number of scholarship and fee-paying students by each academic year, dropout, and graduates
- number of foreign students and lecturing staff
- number of paper/book, journal publications by faculty
- number of faculty/staff members pursuing study abroad and returning
- number of local/international collaborative projects and partnerships
- number of faculty members receiving awards or recognitions from RUPP or external organizations/institutions

### **B. For leadership and management**

- conduct a faculty and student satisfaction survey every two years
- conduct tracer study
- conduct annual staff and program/department/office performance evaluation
- report annual progress to all RUPP staff and to MoEYS and stakeholders in through the use of the RUPP University Press
- conduct regular staff performance evaluations and link these to promotion

## Appendices

### **A. Strategic Plan Development Task Force: Steering Committee and Technical Working Group**

1. Steering Committee (composed of 13 officials from the senior management and middle management of the RUPP)

- |                                     |                                    |
|-------------------------------------|------------------------------------|
| 1. H.E Dr. Chet Chealy, Chairperson | 8. Mr. Meak Kamerane, Member       |
| 2. Dr. Oum Ravy, Coordinator        | 9. Ms. Meas Vanna, Member          |
| 3. Ms. Suos Man, Member             | 10. Dr. Ngin Chanrith, Member      |
| 4. Mr. Ponn Chhay, Member           | 11. Dr. Ngounphan Pheakdey, Member |
| 5. Dr. Sok Vanny, Member            | 12. Mr. Koem Oeurn, Member         |
| 6. Mr. Phal Des, Member             | 13. Mr. Khoun Thavuth, Member      |
| 7. Mr. Kim Sovannkiry, Member       |                                    |

2. Technical Working Group (composed of a competent and committed team of faculty and staff of the RUPP)

- |                                   |                                |
|-----------------------------------|--------------------------------|
| 1. Dr. Dy Sam Sideth, Team Leader | 7. Ms. Nhong Hema, Member      |
| 2. Mr. Vong Chorvy, Secretary     | 8. Mr. Thao Sokunthia, Member  |
| 3. Dr. Chhinh Sitha, Member       | 9. Mr. Chey Chan Oeurn, Member |
| 4. Dr. Neth Baromey, Member       | 10. Mr. Seang Nimol, Member    |
| 5. Dr. Neak Chandarith, Member    | 11. Mr. Suy Seangly, Member    |
| 6. Dr. Khim Leang, Member         |                                |

### 3. Dates of Meetings and Consultation Workshops on RUPP Strategic Plan 2014-2018

N. <sup>o</sup>	Contents of meetings and consultations	Date	Location
1	Discussion on the strategic plan, and the methods of preparing RUPP Strategic Plan 2014-2018	22 January 2014	RUPP, Room 210
2	Defining vision and missions of the Strategic Plan	4 February 2014	CJCC
3	Consultation with the Steering Committee	11 February 2014	RUPP, 104
4	Defining goals of Strategic Plan	12 February 2014	IFL
5	SWOT analysis of the faculties and centers	20 February 2014	CJCC
6	Consultation with the Steering Committee to finalize the zero draft	22 February 2014	CJCC
7	Preparing the First Consultation Workshop with RUPP Stakeholders	28 February 2014	CKCC
8	Assigning TWG responsibilities for preparing the First Consultation Workshop with RUPP Stakeholders on 17 March 2014	13 March 2014	CJCC
9	Organizing the First Consultation Workshop with Stakeholders	17 March 2014	CKCC
10	Meeting on how to integrate the comments from the Consultation Workshop	31 March 2014	CKCC
11	Drafting the Final Strategic Plan	3 April 2014	CJCC
12	Assigning TWG responsibilities for preparing the Final Consultation Workshop under presiding of the Minister of MoEYS	5 April 2014	CJCC
13	Organizing the Final Consultation Workshop presided by MoEYS Minister	7 April 2014	CKCC
14	Integrating the comments from the Final Consultation Workshop	9 April 2014	RUPP, Room 121

## B. Infrastructure Development Plan (Civil Works)

