MINISTRY OF EDUCATION, YOUTH AND SPORT

ROYAL UNIVERSITY OF PHNOM PENH

STRATEGIC PLAN

2014 – 2018

Transforming RUPP into a Flagship University in Cambodia

Second draft as of 14/3/14 for Consultation Workshop 17/3/14
Preface

The Royal University of Phnom Penh (RUPP) is the oldest and the largest public university in Cambodia. It has significantly contributed to development of human resources for many sectors, especially to training of teacher candidates for high schools and other public servant candidates in its recent history. Under the current trends that Cambodia will be integrated in the ASEAN Economic Community in 2015, the roles of RUPP in furthering its scopes and heights in teaching, research and services are to be improved and strengthened accordingly.

Situational analysis has informed us that RUPP is facing with a huge challenge in capacity development and requiring a comprehensive reform in terms of leadership and management, administration and finance including staffing and facilities. Our goals of positioning the right people in the right place, improving teaching and learning methods, enhancing institutional capacity for research and development, and developing infrastructure and campus services are mandatory to transforming the current RUPP into a flagship public university in Cambodia.

We currently have roughly 6 percent of our full-time staff holding doctoral degrees, 64 percent with master’s degrees and we still have 7 percent of our administration and finance staff with education background below bachelor degrees. We have almost 20,000 students and we have more scholarship students and less fee-paying students than other large public universities. Our administrative and financial services have been observed as less responsive and obsolete due to many reasons. Faculty development for research and consultancy and community services has been a challenge for many years due to limited institutional and staff capacity.

Under the framework of the Law on Education, the Higher Education Vision 2030, and the Education Strategic Plan 2014-2018, a task force of the RUPP under the leadership of the Rector was formed into a Steering Committee and a Technical Working Group to prepare this strategic plan for determining where and how RUPP is going 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 will not exclude the support team of administration, finance and academic offices of the university. All efforts of the entire team of the RUPP will guarantee the operationalization of our vision, missions, goals and strategies outlined in this profound plan for reform.

Phnom Penh, 31 March 2014

Rector
Vision

RUPP becomes a flagship ¹ public university in Cambodia in terms of quality of teaching, research and community services.

Missions

In order to succeed in transforming the current RUPP to be a flagship university in Cambodia, six Mission points are recommended:

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 STEM (science, technology, engineering and mathematics) education;
4. Enhancing research and development in all graduate programs;
5. Becoming a leading institution in providing research, consultancy and community services;
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

To claim the six missions accomplished, ten goals below are prescribed accordingly:

1. Enhance teaching staff and middle-level administrative staff to hold at least master’s degrees with English and ICT competence;
2. Be a capable center for 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;

¹ 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 with other private and public universities.
6. Promote integrity, sense of belonging and ownership among students, faculty and staff;
7. Ensure a safe and sound teaching and learning environment;
8. Provide free IT support and internet access to all students and staff;
9. Become a resource center for learning, research and community services;
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, some adjustments in the leadership and management, staff capacity building and development, strengthening administrative and financial services, improving the quality of teaching and learning, enhancing research and innovation, and diversifying sources of income are required. Hence, 37 strategic points are prescribed as follows:

A. Leadership and Management

1. Forming an Academic Council and an Administrative Council to assist and support the “Senior Management” or Leadership. The “Senior Management” comprises the Rector and Vice-Rectors. Terms of Reference of the two Councils will be developed in order for the Leadership to reform and prepare internal management procedures, academic policy, student enrolment and support policy, fee policy, scholarship and student support policy, staff recruitment and promotion policy, and service and research policy.
2. Forming a “Middle Management” team which comprises deans, vice deans, institute directors/deputies and center directors in order to better manage and strategize the programs and self-development at a particular level of governance by linking program planning, financing and staffing at faculty, institute and center levels for a reasonable flow of tasks and responsibilities.
3. Forming a “Low Management” team which comprises heads of departments and heads of offices for certain levels of operation and decision-making.

Benefits, levels of responsibilities, and privileges of all the three management categories will be prepared by the existing Task Force.

B. Staff Capacity Building and Development

4. Categorizing staff as teaching and non-teaching, part-time, full-time, and contractual for receiving training support, professional development and promotional opportunity;
5. Undertaking staff recruitment, retention, and promotion in transparent, competitive and accountable manners;

6. Facilitating staff for internship, fellowship and scholarship opportunities for working and studying abroad;

7. Developing staff competence in teaching, learning, research and community services;

C. Administration and Finance

8. Improving financial processes, procedures and policy to ensure the effectiveness, efficiency, accountability, and transparency;

9. Preparing personnel and financial management plans;

10. Preparing staff incentive policy;

11. Improving printing house facilities to produce RUPP fact sheet, brochures, guidebooks, etc.

12. Preparing and updating inventory lists of equipment and facilities;

13. Improving student information and services;

14. Developing marketing and outreach strategies;

15. Modernizing physical infrastructure including sanitation facilities, cafeteria and restaurants, lighting system, vehicle parking facilities to ensure safety and security;

16. Building sports complex to improve physical education of students and staff;

17. Mobilizing fund to construct a STEM Building for the Faculty of Science;

18. Mobilizing fund to construct a joint building for hosting the Faculty of Education and Center for Khmer Studies.

D. Teaching and Learning

19. Revising the curriculum to meet the market needs;

20. Improving teaching methodology;

21. Enhancing and modernizing teaching and learning facilities and equipment.

E. Research and Innovation

22. Encouraging faculty and students to become members of professional societies, participate in national and international conferences, do paper presentations, and publish their papers and books with peer-reviewed journals/publishers;
23. Motivating staff and students to do and collaborate in research with local and international partners through financial and academic incentive support;

24. Encouraging faculty to embed research in policy engagement;

25. Supporting competent faculties to establish specialized research centers/institutes and academic journals;

26. Establishing a University Bulletin and University Press;

27. Facilitating faculty and students to file for patents of, and commercialize, their research outcomes.

F. Income Generation and Diversifying Sources of Income

28. Increasing demand-driven short courses and services to the public and with special offer to the full-time staff of the RUPP;

29. Having a procurement and marketing committee to support internal and external services in forms of research and related hiring services;

30. Readjusting services provided on campuses, including parking areas, cafeterias, shops and restaurants;

31. Exploring business opportunities of having more sports and conference facilities, café or restaurants for staff and visitors, souvenirs shops, banking facilities, post office, and hostels;

32. Establishing an Office for Entrepreneurship to provide support and guidance for business incubation and start-up by students, staff and stakeholders.

G. Institutional Expansion

33. Creating two more faculties: (i) Faculty of Education and (ii) Faculty of Business and Management;

34. Creating Center for Khmer Studies;

35. Establishing a program for general English and English for Specific Purposes;

36. Upgrading Department of International Studies to School of Public and International Affairs;

37. Upgrading Center for Population Studies to Institute for Development Research.
Monitoring and Evaluation

Each faculty/institute/center must develop its annual action plan in line with the goals and strategies for the Senior Management approval and 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 annual review of its progress and achievements, mid-term review (August 2016) and final review at the end of the Strategic Plan period in late 2018 or early 2019. The key monitoring indicators are as follows:

1. **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 collaboration and partnership

2. **For leadership and management**
   - conduct 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 form of RUPP’s University Press
   - conduct regular staff performance evaluation and promotion