ROYAL UNIVERSITY OF PHNOM PENH

Quality Assurance Office
Strategic Plan 2019-2023

Strategic Plan 2019-2023

INTRODUCTION

The Strategic Plan of Quality Assurance Office sets forth the vision, mission, essential values, goals, objectives, actions, and indicators that will guide the office's journey from 2019 through 2023 and promulgate the monitoring and evaluation system in the University. This plan is consistent with, and developed to support, the vision and goals set by the RUPP's Strategic Plan. The practice of quality assurance at the institutional level aims to meet the national standards set by the Accreditation Committee of Cambodia (ACC) and the implantation of the quality assurance at program level focuses on entity self-improvement and prepares the qualified programs for AUN certification.

Adequacy of resource allocation and the effective application of institutional capacities are integral to the accomplishment of the university's mission. The scope of this strategic plan includes:
- o Reinforcement the quality monitoring system
- o Quality management in department level
- o Academic excellent in line with national and regional standards
- o Capacity building in quality management

VISION STATEMENT

The Quality Assurance Office (QAO) envisions that the Royal University of Phnom Penh (RUPP) will become a Cambodia's flagship university with academic good practice and managerial quality, and regional and international recognition.

MISSION STATEMENT

To promote quality improvement and academic good practices, the QAO has a four-fold mission hereby:
1. serving RUPP's endeavor in assuring high qualities of teaching and learning, research and innovation, and social engagement;
2. acting as RUPP's internal academic monitoring, assessing and managerial quality consultant;
3. advising on matters related to the national and international standards and procedures;
4. training and sharing information of good practices in quality assurance with the RUPP stakeholders.

CORE VALUES
QAO espouses the high expectations of the performance excellence, accountability, transparency, professionalism and sustainability, integrity, empowerment, and actions in fulfilling the concepts of *Creating a Culture of Quality*.

QAC GOALS
The following goals direct how to fulfill the QAO missions.
Goal 1: To improve and enforce QA monitoring system

Goal 2: To achieve national and regional standards of academic excellence

Goal 3: Assist the RUPP stakeholders with self-assessment on their own initiatives for self-improvement and accreditation

Goal 4: To share the quality assurance best practices regarding quality improvement and general ideas for academic performance

Goal 5: To develop the internal quality assurance manual and QA guideline for quality enhancement

SWOT ANALYSES
In order to make progress towards the implementation of the five-year plan 2019-2020, QAO will constantly monitor and evaluate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future assists QAO in regularly calibrating its view of the relevant future, a basis upon which the University will update its strategic plan. An important step in responding strategically and effectively to the rapidly changing environment facing the good practice in quality assurance is to develop an understanding of the internal contexts within which RUPP operates. During the planning process, QAO takes into account of an analysis of the strengths and weaknesses of the University as well as the opportunities and threats (SWOT). The opportunities and threats factors considered in the SWOT analysis were involved in the overview of the government and educational policy, economic prediction, social development, technological and environmental influences.

Strengths
- Quality Assurance Office is committed to promoting the performance excellence.
- The University has established relationships with International institutions and a full member of ASEAN University Network
- Quality Assurance Office is institutionalized and well established structure-of internal network RUPP stakeholders

- The Internal operation applies program assessment tools recognized by and adapted from AUN
- QAO has IQA networks (department representatives) and IQA councils
- QAO practices Operational Guideline

Weakness

- To reduce a number of students per class and the teaching hours that anticipate the improvement of high quality of student life and academic programs are still critically issues.
- To increase its efficiency in use and expenditure of resources to attract and retain outstanding students, faculty, and administrators, and to enhance and expand international programs, technology infrastructure, and student services necessary to meet the needs of a growing university is dilemma.
- To significantly enhance the University's ability to be competitive in obtaining external funding is a great challenge.
- To effectively and efficiently facilitate graduate programs, encourage scholarship, promote grant driven projects and research implementation, and assures graduate program quality is less active.
- To significantly increase the resources allocated for recruitment, retention, advising, and marketing research.
- To establish an environment that includes an effective communications network and a shared governance structure that promotes trust and embraces collaboration with the faculty, staff, students, and alumni are prioritized.
- To internalize the quality culture among the university stakeholders needs more involvement from the top management.
- To revise and modify the university curricula.
- To establish a Teaching and Learning Unit
- To establish a KPIs monitoring system
- To evaluate and conduct tracer studies
- To streamline human resources development plan
- To increase the publication of QA good practice
- IQA networks and IQA Councils are off and on and their capacities are somehow limited.
- IQA network and IQA Councils have not actively involved in Quality Management.

Opportunities

- Royal University of Phnom Penh's rich history of education programs provides the opportunities to help HEIs meet the qualified and productive human capital proposed in the vision 2030 of HEI Strategic Plan.
- QAO has potential implementation as an entity affiliated with AUN
- QA work is one of the priorities stated in the university missions and goals
- QAO's roles aligned with RGC's Rectangular Phase 4.
- RUPP has proposed some budget to enhance quality management

- Quality demands among our stakeholders are promoted and spread out over the HEIs
- The university has a lot of qualified teaching staff graduated overseas

Threats

- Retain low tuition fees in supporting for the public institutions would significantly impact the university's ability to provide good services to the campus community, stakeholders, the local community, the country, and the region.
- The loss of prominent faculty and outstanding staff would reduce the University's academic progress rate.
- Competition between the public and private institutions could hurt the size of the University's student population.
- The unclear annual budget for QA operation could impede the goals of strategic plan
- The lack of quality measures at program level would lead the university to incomplete missions
- The increase of private institutions in Cambodia would make RUPP lead the existing academic fields.
- Lack of Human Resources Development plan results in inadequate quality management
- The introduction of Education 4.0 worldwide alerts the university to improve the internal management system.

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Strategies to Achieve the QAO's Goals, Objectives, Responsible Person, Indicators, timeline and budget

Strategies	Objectives	Responsible Person	Indicators	Timeline	Budgets (USD)
Goal-1: To improve and enforce QA monitoring system					
QS1.1: Develop monitoring and evaluation guideline, mechanism, procedure and comprehensive tools for self-assessment	• to have reliable mechanism and comprehensive tools for QA measurement	QAO Team	policy developed	Quarter2, 2020	$ 1,500
QS1.2: Plan capacity building activities on QA Monitoring system	• to help RUPP stakeholders utilize QA system	QAO Team	IQA Manual published	Quarters1-4, 2020	$ 35,000
QS1.3: Set up Terms of Reference for IQA Assessors and train them	• to guide IQA assessors with ethics and responsibility and competency	QAO Team	TOR is available and in place	Quarter3, 2020	None
QS1.4: Develop criteria for QA Platform	• to build reliability of KPIs and QA Performance system	QAO and RUPP Stakeholders	Related data is ready to use	2020-2023	$4, 000
QS1.5: Establish QA Platform domain	• to keep QA platform exist	QAO and Project Team	IQA Platform installed	2021 onward	$30,000
Goal-2: To achieve national and regional standards of academic excellence					
QS2.1: Modify the university curricula and Course Syllabi to meet HEI's requirements	• to produce the required curricula and course syllabi	QAO & RUPP stakeholder	80% of Curricula and Course Syllabi updated	Quarter1, 2019 to Quarter 3, 2022	$ 45,000
QS2.2: Internalize the quality culture among the university	• to enhance quality management and	QAO, Project Team & RUPP	Number of qualified	Quarter 2, 2019	None

stakeholders including top management	involvement	Stakeholders	staff increased		
QS2.3: Leverage budgets for capacity building and tracer study	• to raise and utilize budget effectively and efficiently	QAO, Project Team & RUPP finance	Financial adequacy and report	Quarter1, 2019 to Quarter 3, 2023	$ 60, 000
QS2.4: Monitor academic performance at the program level	• to identify the areas for improvement	QAO, Project Team & RUPP Stakeholders	Weak areas are improved	Quarter 4, 2020	$9,000
Goal-3: To assist the RUPP stakeholders with self-assessment on their own initiatives for self-improvement and accreditation					
QS3.1: Conduct needs analysis for capacity building on self-improvement	• to increase capacity development on self-assessment	QAO Team	Policies and organization structures available	Quarter1, 2020 to Quarter 2, 2021	$ 1,500
QS3.2: Provide RUPP stakeholders with assessment guideline and share QA Platform application	• to enhance IQA Network competency	QAO, Project Team & RUPP Stakeholders	Number of staff with strong commitment increase	Quarter3, 2020 to 2022	$ 40, 000
QS3.3: Collect academic data and KPIs management	• to set up digital and data management	QAO, Project Team & RUPP Stakeholders	Members of committee and promoted staff record	Quarter2, 2021	$ 2, 000
QS3.4: Institutional assessment by ACC and Programs certification by AUN	• to promote quality improvement and recognition	QAO, Project Team & RUPP Stakeholders	Number of self-refection reports	Quarter2, 2020 and 2021	$ 50, 000
Goal-4: To sharing the quality assurance best practices regarding quality improvement and general ideas for academic performance					

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QS4.1: Improve KPIs management to ensure the effectiveness, efficiency, accountability, and transparency of the system	• to manage KPIs effectively and efficiently	QAO and Project Team	KPIs is available	Quarter3, 2021	**None**
QS4.2: Prepare incentive and promotion policies for qualified programs	• to select qualified programs for accreditation and benchmark	QAO Team	Programs, incentive and promotion policies are in use	Quarter4, 2021	**None**
QS4.3: Implement staff's self-reflection and evaluation	• to promote quality awareness	QAO, Project Team & RUPP Stakeholders	Staff appraisal in place	Quarter2, 2021 onward	$ 25, 000
QS4.4: Conduct internal program assessment	• to help program managers comply with national and regional standards	QAO, Project Team & RUPP Stakeholders	SARs are available	Quarter4, 2019 onward	$ 30, 000
Goal-5: To developing the internal quality assurance manual and QA guideline for quality enhancement					
QS5.1: Develop IQA Manual	• to improve quality management at the university level	QAO Team	IQA manual published	Quarter2, 2020	$ 2, 500
QS5.2: Introduce IQA manual to IQA stakeholder	• to help program managers comply with IQA manual	QAO, Project Team & RUPP Stakeholders	Workshop scheduled	Quarter3, 2020 onward	$ 32, 000
QS5.3: Set up Annual Operation Plan (AOP)	• to identify the IQA activities to be carried out	QAO Team	AOP is available	Quarter2, 2019 Onward	**None**
QS5.4: Propose Plan Improvement and QA Master Plan 2050	• to prepare QA performance for further	QAO Team	Master Plan 2050 is available	Quarter4, 2023	$ 3, 000

Definitions for Core Values

Performance Excellence: To continually improve towards academic performance and documents to standards or criteria of quality.

Accountability: To provide credible information of institutional operation through a variety of activities including financial audits, curriculum reviews, market research, international cooperation, the application of knowledge and skills, recognition of the individual and departmental contributions and responsibilities

Transparency: To provide reliable information for the University stakeholders about what the QAO is doing in such a way that it is easy for the IQA Network, IQA Council, and the University Stakeholders to see what actions are performed.

Professionalism: To apply the best possible skills, knowledge and experience to all faculty members who should treat the University stakeholders with concern, commitment and a sense of responsibility and

Sustainability: To foster the everlasting initiatives generated by the University in every aspect of mission fulfillment.

Integrity: To promote a core of ethical judgment independent of political pressure, in stewardship of the public trust, with transparency.

Empowerment: To encourage and allow the University Stakeholders to make decisions within the scope of their job with the quality first.