# Royal University of Law and Economics

## STRATEGIC PLAN 2025-2028



THE LEADING UNIVERSITY IN CAMBODIA

# Contents

## 1. Introduction

The Royal University of Law and Economics (RULE) was originally founded in 1949 as *the Institute of Law and Economics*, and then it was renamed many times based on the needs of the society and the change of the regimes. Remarkably, in 2003 it was renamed the *Royal University of Law and Economics* via the Sub-decree No. 56 ANK/BK dated July 16, 2003. Then RULE became a public administrative institution by Sub-decree No. 89 ANK/BK dated July 27, 2007.

RULE has put every effort to contribute to the social and economic development by producing potential human resources to serve the society. As a result from 1982 to academic year 2023-2024, RULE has produced 74,337 (30.374 female) graduates working in various sectors mainly in public and private sectors. The regional development has witnessed the drastic changes of science and technology, environment, society, and economy that make higher education institutions play an important role in focusing on the quality of education, effectiveness, excellence, morality and ethics. The 2015 ASEAN integration provides more competitiveness of the labor market, which requires competent human resources. With this regard, the Education Strategic Plan 2024-2028 of the Ministry of Education, Youth and Sport has focused mainly on the improvement of the quality of education.

The Strategic Plan 2025–2028 of the Royal University of Law and Economics has been prepared in the context where the education, youth and sport sector has prioritized on continuing to improve the quality of education, in line with the objectives of the sub-sector policy for higher education, with the mission of developing human capital in accordance with the Pentagon 1 of the Pentagonal Strategy – Phase 1 of the Royal Government of Cambodia.

This Strategic Plan highlights core strategies that are consistent with the current higher education context. RULE firmly believes that the Strategic Plan 2025–2028 will achieve its vision, mission, and objectives to produce high-quality human resources.

## 2. Procedures for Developing the Strategic Plan

The preparation of the Strategic Plan 2025-2028 has gone through the following stages:

- **Stage 1**: Meeting to collect input from the Staff Evaluation Committee
- **Stage 2**: Collecting input from stakeholders, including:
  - Faculty management and civil servants   a total of 63 people
  - Academic staff                                        a total of 37 people
  - Students and alumni                               a total of 729 people
- **Stage 3**: Organizing a meeting to discuss the results of SWOT analysis to analyze and identify strengths, weaknesses, opportunities, and challenges
- **Stage 4**: Preparing a draft strategic plan to align the Pentagonal Strategy with the Higher Education Sub-Sector Strategic Plan 2024-2028
- **Stage 5**: Organizing a workshop on the preparation of the Strategic Plan 2025-2028 of the Royal University of Law and Economics
- **Stage 6**: Organizing a meeting of the Staff Evaluation Committee of the Royal University of Law and Economics
- **Stage 7**: Organizing a meeting to request approval from the Board of Directors of the Royal University of Law and Economics

## 3. Summary of SWOT Analysis

SWOT analysis is a planning preparation method for a university to assess its internal factors (strengths and weaknesses) and external factors (opportunities and challenges). Based on the results of research and surveys among the faculty management, professors and lecturers, students, and alumni, the results of the SWOT analysis are shown as follows:

### Strengths

S1. Strong governance and management

S2. High student enrollment

S3. A reputable public university

S4. Academic programs in French, English, Chinese, and Japanese

S5. Extensive cooperation with foreign universities and student exchange programs

### Weaknesses

W1- Physical resources require further improvement

W2- lack of additional professional training for academic staff in line with new contexts

W3- limited research and publication among faculty

W4- The quality of educational services does not yet fully meet the needs of students

### Opportunities

O1- The number of students entering higher education has been steadily increasing

O2- Labor market trends towards the use of advanced skills

O3- The new mandate's policy of the Royal Government focuses on the digital economy and society

### Threats

T1- Increase in vocational training

T2- Increase in number of universities offering training in the same skills

T3- Rapid evolution of ICT technological systems

T4- Market trends shifting towards digital transformation

T5- Global economic crises

## 4. Vision

To be the leading university for a quality of education, research, and innovation.

**Quality Education** refers to an education that fulfills basic learning needs and supports lifelong learning.

**Research** is the study for new knowledge with creative scientific ideas and the systematic creation of a body of knowledge that can be beneficial to the economy and society.

**Innovation** is the application of new ideas to create value for the organization.

## 5. Mission

To develop human resources with high quality.

## 6. Core Value:

The core value of the Royal University of Law and Economics is a firm belief and roadmap that helps the university determine actions and decisions in support of its vision and mission.

To achieve this vision and mission, the Royal University of Law and Economics strives to implement core values as follows:

**Quality of Education**: RULE considers quality of education as its first priority.

**Research**: RULE encourages and supports research on new discoveries.

**Innovation**: RULE supports new creative ideas to solve socio-economic problems.

## 7. Educational Philosophy

The educational philosophy of the Royal University of Law and Economics is to produce human resources with competence, ethics, and global mindset, through the integration of theory and practice, research, innovation, and national and international cooperation.

## 8. Objectives, Strategies, and Key Actions

**Objective 1:** Promote High Quality Education

This objective has 1 strategy.

- **Strategy 1**: Strengthening the quality of education. This strategy has 13 key actions, including:
    o Main activity 1: Construct school buildings, improve classrooms and learning environments
    o Main activity 2: Enhance the capacity of educational staff
    o Main activity 3: Promote student services
    o Main activity 4: Increase soft skills of educational staff and students
    o Main activity 5: Develop digital system for student services
    o Main activity 6: Strengthen the internal quality assurance system
    o Main activity 7: Create a Master's degree in International Relations (English Language Based Program)
    o Main activity 8: Create a Bachelor's degree in Logistic Management
    o Main activity 9: Create a Bachelor's degree in Data Science & AI
    o Main activity 10: Create a Master's degree in Political Science
    o Main activity 11: Update the curriculum to respond to the market need
    o Main activity 12: Promote more national and international partnerships
    o Main activity 13: Strengthen staff management

**Objective 2:** Enhance research and innovation

This objective has 2 strategies, including:

- **Strategy 2**: Promoting research. This strategy has 3 key actions, including:
    - Main activity 1: Develop research capacity building
    - Main activity 2: Encourage new research findings
    - Main activity 3: Promote publications
- **Strategy 3**: Promoting innovation. This strategy has 2 key actions, including:
    - Main activity 1: Create a digital support system for personnel management
    - Main activity 2: Participate in the Cambodian Cyber University Network

## 9. Monitoring and Evaluation Framework

Monitoring and evaluation are an important part of the strategic plan that provides the methodology for evaluating the implementation of the strategy to achieve strategic objectives. Monitoring is a regular review of the implementation of activities to find out the number of inputs, duration of work compared to outputs, and other targeted activities being carried out according to the set framework, so that gaps can be identified and adjustments to the activities can be made timely. Evaluation in this context is the collection of data over time to assess the progress toward the goals of the project.

The monitoring and evaluation process is described as follows:

**Phase 1**: Review the objectives and strategies stated in the Strategic Plan

**Phase 2**: Conduct the assessment in each section

**Phase 3**: Divide responsibilities to the team members of the working group to conduct the assessment in each section

**Phase 4**: Collect information and data for each section

**Phase 5**: Write the results of the assessment in each section

**Phase 6**: Evaluate the progress toward the objectives stated in the strategic plan

**Phase 7**: Analyze the inputs and feedback from other key stakeholders

**Phase 8**: After the assessment completion, summarize the results, and prepare an action plan.

**Phase 9**: Submit the assessment result to the university management, rector, or board of directors' members. This is to allow the university management to review the evaluation and provide direction for future strategic planning.

**Phase 10**: Re-assess the action plan regularly, such as annually or quarterly, to monitor progress and ensure the alignment with the strategic plan.

# 10. Action Plan

**Objective 1**: Promote high quality education

| Strategy | Main Activities | Sub-activities | Implementing Year 2025 | 2026 | 2027 | 2028 | Responsible By |
|---|---|---|---|---|---|---|---|
| **Strategy 1: Strengthening the quality of education** | **Construct school buildings, improve classrooms and learning environments** | Construct a 6-story building | ✓ | ✓ | | | Procurement Unit |
| | | Study the architectural design of a 15-story Smart Classroom building | | ✓ | | | Procurement Unit |
| | | Apply for a construction permit for a 15-story Smart Classroom building | | | ✓ | | Procurement Unit |
| | | Construct a 15-story Smart Classroom building | | | | ✓ | Procurement Unit |
| | | Repair the front gate and fence of the university | ✓ | ✓ | | | Procurement Unit |
| | | Paint the buildings | ✓ | | | | Procurement Unit |
| | | Study the architectural design and build a cafeteria and garden behind Building H | | | ✓ | | Procurement Unit |
| | | Lay paver blocks on the driveway in front of the university | | ✓ | | | Procurement Unit |
| | | Study the architectural design of an underground parking lot and design a garden on the parking lot | | | ✓ | | Procurement Unit |
| | | Equip teaching materials for use in digital classrooms | | ✓ | ✓ | ✓ | Procurement Unit |
| | **Enhance the capacity of** | Organize training workshops in specific fields | ✓ | ✓ | ✓ | ✓ | Faculties/Relevant Department |

| Objective | Activity | | | | Responsible |
|---|---|---|---|---|---|
| **educational staff** | Organize training courses/ send academic staff to participate in digital training courses. | ✓ | ✓ | ✓ | Faculties/Relevant Department |
| **Promote student services** | Set up a teaching and learning management system | ✓ | ✓ | ✓ | Faculties/ Relevant Office and Department |
| | Establish an automated system for student administration | | ✓ | ✓ | Faculties/ Relevant Office and Department |
| **Improve soft skills for educational staff and students** | Organize workshops/training courses relating to soft skills | ✓ | ✓ | ✓ | Faculties/ Relevant Office and Department |
| **Develop digital system for student services** | Create a platform to provide information to faculty members and students relating to teaching and learning | ✓ | ✓ | ✓ | Department of Information Technology / Relevant Office |
| **Strengthen the internal quality assurance system** | Evaluate the teaching of educational staff | ✓ | ✓ | ✓ | Faculties/ Relevant Office and Department |
| | Organize internal quality assessment | ✓ | ✓ | ✓ | Quality Assurance Office |
| | Prepare program-level assessment by AUN-QA | | ✓ | ✓ | Faculties/ Quality Assurance Office |
| | Prepare program-level assessment by ACC | ✓ | ✓ | ✓ | Faculties/ Quality Assurance Office |
| **Create a Master's degree in International Relations (English Language Based Program)** | Prepare the curriculum of Master's degree in International Relations (English Language Based Program) | ✓ | ✓ | ✓ | Faculty of Public Administration |
| | Run the Master's degree in International Relations (English Language Based Program) | | ✓ | ✓ | Faculty of Public Administration |

| Objective | Activity | | | | Responsible Party |
|---|---|---|---|---|---|
| **Create a Bachelor's degree in Logistic Management** | Prepare the curriculum of Bachelor's degree in Logistic Management | | ✓ | ✓ | Faculty of Economics |
| | Run the Bachelor's degree in Logistic Management | | ✓ | ✓ | Faculty of Economics |
| **Create a Bachelor's degree in Data Science & AI** | Prepare the curriculum of Bachelor's degree in Data Science & AI | | ✓ | ✓ | Faculty of Informatics Economics |
| | Run the Bachelor's degree in Data Science & AI | | ✓ | ✓ | Faculty of Informatics Economics |
| **Create a Master's degree in Political Science** | Prepare the curriculum of Master's degree in Political Science | | ✓ | ✓ | Postgraduate School |
| | Run the Master's degree in Political Science | | ✓ | ✓ | Postgraduate School |
| **Update the curriculum to respond to the market need** | Update the curriculum through Outcome-Based Education | | ✓ | ✓ | Faculty / Relevant Department |
| | Update teaching methods through project-based teaching methods and inquiry-based teaching methods | | ✓ | ✓ | Faculty / Relevant Department |
| **Promote more national and international partnerships** | Sign more Memoranda of Understanding between partners | ✓ | ✓ | ✓ | Relevant faculties / Office of International Relations |
| | Increase Dual Degree international education programs | | ✓ | ✓ | Relevant faculties / Office of International Relations |
| | Send students to participate in international student mobility programs to expand exchanges | ✓ | ✓ | ✓ | Relevant faculties / Office of International Relations |
| | Send educational staff to participate in international | ✓ | ✓ | ✓ | Relevant faculties / Office of International Relations |

| Strategy | Activity | | | | | Responsible |
|---|---|---|---|---|---|---|
| | student mobility programs to expand exchanges | ✓ | | | | Relevant faculties / Office of International Relations |
| **Strengthen staff management** | Organize social activities for students and educational staff | | ✓ | ✓ | ✓ | Office of Administration and Human Resources |
| | Develop guidelines for educational staff management | | ✓ | ✓ | ✓ | |
| | Develop guidelines for university's financial management | | | ✓ | ✓ | Finance Office |
| **Objective 2**: Enhance research and innovation | | | | | | |
| **Strategy 2: Promoting research** | Conduct research trainings | | ✓ | ✓ | ✓ | Research Center / Relevant Departments |
| **Develop research capacity building** | | | | | | |
| **Encourage new research findings** | Research on labor market needs | | ✓ | ✓ | ✓ | Research Center |
| | Organize scientific research seminars/conferences | | ✓ | ✓ | ✓ | Research Center / Relevant Departments |
| **Promote publication** | Publish recognized research publications/books | | ✓ | ✓ | ✓ | Research Center / Relevant Departments |
| | Publish scientific research journals | | | ✓ | ✓ | Research Center / Relevant Departments |
| **Strategy 3: Promoting innovation** | Establish a platform for managing staff performance | | ✓ | ✓ | ✓ | Office of Administration and Human Resources / Finance Office and Relevant Departments |
| **Create a digital support system for personnel management** | | | | | | |
| **Participate in the Cambodian Cyber University Network** | Organize distance teaching through an electronic system | | ✓ | ✓ | ✓ | Faculties / Relevant Department |
| | Establish a Center of Excellence | | ✓ | ✓ | ✓ | Faculties / English Language Based Bachelor of Law Program (ELBBL) |