

# Royal University of Bhutan

Reaching New Heights



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Annual Report

2016

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## 2016



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# 1

## 2016: The Highlight

1.1 His Majesty the King graced the 11th Convocation of the Royal University of Bhutan held on 7 June 2016, and addressed the 3000 graduates.



### A Translation of His Majesty's Address to the Graduates

Your parents, relatives and friends would be very proud of what you have achieved. At your age, to have completed your studies is your personal accomplishment. Your knowledge and capabilities are great assets for the nation. I congratulate you for your achievements.

I am very happy to be among you, to share some of my thoughts about our country, hoping that it will be of some benefit to you.

Our country of Pelden Drukpa, is a blessed and sacred land. The legacy of our ancestors and leaders in the past, achieved through their hard work, is a treasure that we have inherited.

In spite of having to embrace a lot of changes over the

*I regard our country with special pride, and feel a grave sense of responsibility for the future. This brings us to a question we must reflect upon:*

*What is our vision for our country?  
Our vision, simply put, is expressed in the philosophy of Gross National Happiness.*

decades with modernity, our core values, based on our traditions and etiquette, spirituality and integrity, sense of loyalty and patriotism, has not diminished. It remains deeply ingrained in our youth who understand them and continue to preserve them.

***It is the responsibility of our people to bring all our national goals to fruition, and therefore, it is vital that our policies and strategies are aimed at empowering our people to become strong, capable and responsible citizens.***

The security and sovereignty of our nation, our unity and harmony, and sense of peace and happiness are stronger today than ever before. This is the legacy that we have been fortunate to inherit from our leaders who achieved in 30 years what has sometimes taken humanity more than 300 years.

I regard our country with special pride, and feel a grave sense of responsibility for the future.

This brings us to a question we must reflect upon: what is our vision for our country?

Our vision, simply put, is expressed in the philosophy of Gross National Happiness.

And what is our end-objective when we talk about Gross National Happiness?

It is to ensure that we have a just, equal, and harmonious society. When our people are able to live happy and secure lives, we know that we have achieved our objectives. That is what Gross National Happiness means.

The people of Bhutan are central to this endeavor. It is the responsibility of our people to bring all our national goals to fruition, and therefore, it is vital that our policies and strategies are aimed at empowering our people to become strong, capable and responsible citizens.

Democracy is a means to achieve this in the 21st century. To achieve great results, it is imperative that we work towards establishing a very successful and strong democratic system.

I have been King for 10 years, and I will reign for around 30 years more. What are the priorities of our time?

I believe that it is to pursue prosperity and progress. There has to be synergy between prosperity and progress. It is certainly desirable that our people become prosperous, and a prosperous state with adequate funds will give us all a sense of greater security.

But along with prosperity, we must also strive for progress. It is easy to lose material wealth - but not our capability and intelligence. I define progress as cultural, social, political and economic sophistication.

As we take our nation forward, we must continue to forge our own path. In the past, our policies were made with a clarity of vision, and the conviction that we have the best solutions, based on our own sense of identity.

For example, in the 1970's, tourism as an industry was only introduced after the coronation of His Majesty the Fourth Druk Gyalpo. It was suggested to us then that Bhutan would benefit economically from bringing in as many tourists as possible into the country. At that time, Bhutan was largely unknown to the outside world. And yet, with Drukgyal Zhipa at the helm, we had the confidence to make our own decisions to decide that our approach to tourism policy would be that of high value low volume. It seemed counter-intuitive at a time when tourists to Bhutan were so few. There were many skeptics. But because of that policy, Brand Bhutan emerged. And you see the results of that policy for yourselves today. People who make it to Bhutan feel privileged to be our guest. In hindsight, we realize the profound wisdom of that decision, but we could have easily gone the other way, had it not been for that conviction we had to forge our own path, our future, and our destiny.

Another example is the national dress. Today, we wear our national dress with a great deal of pride as part of our identity. But in the 70's, as many of the younger generation received foreign education, they were perceived in society as the achievers who would lead the future. It became common for them to wear western suits to office to set themselves apart as the educated generation. With the realization that there was a real risk of losing our unique identity in the demography of large neighbours and a populous region, at a time when it was more important than ever to stand apart, it was made mandatory to

***But again, that policy (of wearing Gho and Kira) has resulted in the chance to build a common national identity that transcends other differences between our people. Our parents took difficult decisions and stood by their beliefs to give us a fighting chance for a bright future.***



continue wearing *gho* and *kira*. The stand that we took received a lot of criticism; many people felt that we were moving backwards. But again, that policy has resulted in the chance to build a common national identity that transcends other differences between our people. Our parents took difficult decisions and stood by their beliefs to give us a fighting chance for a bright future.

Similarly, in those days, many people offered different ideas for how the government could become rich. They offered to bring in investments including black money, and gambling businesses like casinos. They offered to mine our mineral resources and exploit timber from our huge forests, promising rich dividends. But we resisted - because it was not our objective to make the government rich. It was imperative that our people prospered. So instead, we came up with the visionary concepts of balanced socio-economic development, the preservation of our culture and pristine environment and biodiversity.

Now after looking at the lessons from the past, let me talk about our future, starting with some of the concerns I have about our country. I always say that it is good to have concerns - for that is a sign of being committed to the wellbeing of our country.

We are a small country, sandwiched between two countries that together are home to one third of the world's population, and constitute one fourth of the global GDP in PPP terms.

Besides being small, our country's terrain is such that only 7 - 8 percent of our total land is arable. As families grow, we are faced with fragmentation of land, and I worry about what will happen after a few more generations.

I also worry a great deal about the economy. We have been moving forward in quantum leaps when it comes to infrastructure development. Today we have about 12,600 kilometres of motorable road. We are better connected today than ever before. But last year alone, we imported 9,500 vehicles. We are now importing 1,000 vehicles each month. And to run these vehicles, we spend annually Nu. 8 billion to import

*I pay close attention to rural-urban migration, unemployment, and corruption, which is one of the biggest problems plaguing our region. With the expansion of the development process, I worry about such problems emerging in Bhutan.*

*But, as concerned as I am, there is much more reason for me to be confident and optimistic about our future.*

fuel. We also spend Nu 6 billion on food items, and Nu. 11 billion to import construction materials. All these things are of concern.

I pay close attention to rural-urban migration, unemployment, and corruption, which is one of the biggest problems plaguing our region. With the expansion of the development process, I worry about such problems emerging in Bhutan. But, as concerned as I am, there is much more reason for me to be confident and optimistic about our future.

One perspective is that we are reaping the benefits of being small. Compare the number of registered voters, for example 902 in the Khatoed-Laya constituency, or even the largest voter bases - about 14,000 in Sarpang-Gelephu, and 12,000 in Bongo-Chukha, with 1 million in one Indian MP's constituency.

There are more than 18 million residents in New Delhi and Tokyo has more than 13 million while our entire country's population is just over 660,000.

Bhutan has one MP for 9,000 citizens. The margin between those who serve our country and the population they serve is very narrow. In many countries, elected representatives will never get to know all their people, even if they spend an entire lifetime trying to do so. We have one elected representative for 380 citizens, one public servant to look after the needs of 14 citizens. As I have said before, it is not a question of whether we can do something or not, whether we have enough or not, whether we are permitted or not. The question is, are we going to do it or not.

Being small is our greatest advantage. We can do things better, more efficiently, and faster, than any other nation in the 21st century. So I am concerned, but I have no doubt that we can overcome all our challenges and that our people and nation will experience phenomenal success within our lifetime.

In conclusion, I will leave you with 2 messages about our country, and 3 things which I think you should know about yourselves.

Firstly, as a country, we must continue to focus on the pursuit of higher standards. Whatever we do, we have to strive for excellence. As I always say, good is not good enough. It is a simple but effective rule.

Secondly, we will never go wrong if we invest in human resources and building intelligent institutions. We have to empower the people to achieve their full potential. What we lack in numbers, we must make up in talent.

As my parting words, I ask that you always remember that you are the guardians of our peace and stability. It is your duty to ensure that we set aside differences, and live as members of a single family. Our greatest strength comes from unity.

*As I have said before, it is not a question of whether we can do something or not, whether we have enough or not, whether we are permitted or not. The question is, are we going to do it or not.*

You must also remember that you are the custodians of our national identity. It is your responsibility to pass on our common national identity, which transcends ethnic, spiritual, and regional differences, to the next generation.

Finally, your capabilities and predisposition towards hard work will invariably shape the future of Bhutan. You must work with integrity, you must keep learning, keep working hard, and you must have the audacity to dream big.

I consider myself hugely privileged to have attended every single convocation ceremony since I became King. I am pleased to have had this opportunity yet again, and I have full confidence in all of you. I am excited about our future, and greatly look forward to working with you over the next few decades.



*His Majesty the King with the University Council Members & Directors of Colleges during the 11<sup>th</sup> RUB Convocation held on 7 June 2016*

# 2

## Access

2.1 The intake of students into the Colleges of RUB decreased by 42 in 2016 compared to 2015 mainly due to discontinuation of in-service programmes at the College of Natural Resources; In 2015 the total intake of students was 3226.

Table 1: Annual intake 2016

College	Student Number						Grand Total
	RGoB Scholarship		Self Financed		Total Male	Total Female	
	Male	Female	Male	Female			
Jigme Namgyel Engineering College(JNEC)	216	99	46	24	262	123	385
Gaeddu College of Business Studies (GCBS)	197	157	78	72	275	229	504
Sherubtse College	281	245	58	77	339	322	661
Samtse College of Education (SCE)	100	137	19	30	119	167	286
College of Science and Technology (CST)	106	79	69	8	175	87	262
Paro College of Education (PCE)	180	194	28	2	208	196	404
College of Natural Resources (CNR)	80	69	36	28	116	97	213
College of Language and Culture Studies (CLCS)	166	238	65	0	231	238	469
<b>Total</b>	<b>1326</b>	<b>1218</b>	<b>399</b>	<b>241</b>	<b>1725</b>	<b>1459</b>	<b>3184</b>

The total student strength of the University decreased from 9455 in 2015 to 9173 students in 2016 as detailed in Table 2.

Table 2: Total numbers of students in 2015 and 2016

College	2015		Total	2016		Total
	Male	Female		Male	Female	
CLCS	678	603	1281	681	639	1320
CNR	415	184	599	317	204	521
CST	622	243	865	662	285	947
GCBS	800	649	1449	735	612	1347
JNEC	606	240	846	565	261	826
PCE	820	653	1473	775	689	1464
SCE	548	560	1108	450	516	966
Sherubtse College	930	904	1834	912	870	1782
<b>Grand Total</b>	<b>5419</b>	<b>4036</b>	<b>9455</b>	<b>5097</b>	<b>4076</b>	<b>9173</b>
	57%	43%		56%	44%	

## 2.2 Infrastructure development

To enhance access, the University continues to develop its infrastructure. During the 11<sup>th</sup> FYP, RUB received a GoI-supported project-tied assistance (GOI-PTA) of Nu. 975.100 million for the construction of physical facilities including hostels, academic spaces, sports facilities, and capacity building of the faculty and staff in the Colleges. Some of the College like GCBS, JNEC and SCE have been able to complete almost 70% of the construction works in 2016. Table 3 shows the physical progress of work as of 31 December 2016:



Electronics & Communication Laboratory Construction at Jigme Namgyel Engineering College



*Football Ground Gallery at Sherubtse College*



*Student Hostel Construction at Sherubtse College*

Table 3: GOI-PTA Progress as of 31 December 2016

Sl. No.	GOI PTA Projects	PTA outlay (Nu. in million)	Disbursement (Nu. in million)	Expenditure (Nu. in million)	Status of Physical Progress
1	Development of Infrastructure at CLCS	131.673	51.440	70.120	3 Student Hostel: 60% completed.
2	Development of Infrastructure at GCBS	61.000	52.000	55.261	Human Value Centre & Library building: 80% completed Library building: 75% completed
3	Development of Infrastructure at CNR	172.950	17.640	41.587	Multi propose hall: 60% completed Academic Block: 40% completed
4	Development of Infrastructure at CST	24.750	14.000	14.000	Library building: 80% completed
5	Development of Infrastructure at JNEC	153.000	11.000	65.265	2 student Hostels: 60% completed Electronics-Communication Lab. & Lecture Theatre: 40% completed Improving Existing Water Network: 30% completed
6	Development of Infrastructure at Sherubtse College	361.237	87.950	150.36	Academic Block, Media Lab. & EVS Lab.: 50% completed Staff quarters, Football ground stadium & renovation of auditorium: 30% completed Construction of 5 student Hostels: DH-IX: 70% completed
7	Development of Infrastructure at SCE	14.000	9.400	12.44	Construction of football field & staff workstation cubicles completed in June 2016 2 Major renovation of boys' hostel: 80% completed.
8	Enhancement of research and teaching learning resources	56.490	15.150	15.150	Development of Information Mgt. System: The design phase of RUB IMS is in process. Installation of Library Security system: The installation of equipments in all three colleges (CNR, JNEC and SCE) completed. Enhancement of Research: sensitization on research policy completed in all the Colleges, workshop for academic staff of CNR on the use of SPSS software completed, capacity of research centers at SCE, JNEC and PCE enhanced through support of equipments to promote research in each of the college. MATLAB training for CST and JNEC staff completed, Research linkages with TERI and SAU established.
	<b>Total</b>	<b>975.10</b>	<b>258.580</b>	<b>424.183</b>	

# 3

## Finance

Since RUB became an autonomous organization in 2011, a process of careful scrutiny of its finances, reviewing its income, expenditure, depreciation of assets, cash flow and balance of accounts were put in place. The annual financial statement is presented to the Academic Planning and Resources Committee (APRC) on or before 31<sup>st</sup> October of each year, which is then presented to the University Council.

**3.1** The statement of income and expenditure and the financial position of the University for financial year 2015 to 2016 is as presented in Table 4 and 5.

*Table 4: RUB consolidated income and expenditure statement for the year ending 30 June 2016*

*(All Ngultrum reported in Millions)*

<b>Current Assets</b>	<b>Notes</b>	<b>30 June,2016</b>	<b>30 June, 2015</b>
Cash and Cash Equivalentents	2	314,857	199,958
Receivables	3	11,388	6,425
Other Current Assets	4	54,931	46,531
<b>Total Current Assets</b>		<b>381,176</b>	<b>252,914</b>
<b>Non-Current Assets</b>			
Net Fixed Assets	5	5,926,867	5,957,942
Investments	6	168,943	131,477
<b>Total Non-Current Assets</b>		<b>6,095,810</b>	<b>6,089,420</b>
<b>Total Assets</b>		<b>6,476,985</b>	<b>6,342,334</b>
<b>Liabilities</b>			
Current Liabilities	7	40,009	28,746
Non-Current Liabilities	8	163,987	134,649
<b>Total Liabilities</b>		<b>203,996</b>	<b>163,396</b>
<b>Equity</b>			
Capital	9	6,234,074	6,141,867
Reserve	10	38,915	37,071
<b>Total Equity</b>		<b>6,272,989</b>	<b>6,178,938</b>
<b>Total Equity and Liabilities</b>		<b>6,476,985</b>	<b>6,342,334</b>



*Table 5: RUB consolidated financial position for the year ending 30 June 2016  
(All Ngultrum reported in Millions)*

<b>Revenue</b>	<b>Notes</b>	<b>30 June,2016</b>	<b>30 June,2015</b>
Student Tuition from Government Scholarship	11	663,359	631,426
Student tuition from self funded students	12	94,930	80,224
Other Grants	13	29,118	10,278
Rental	14	20,732	12,720
Interest	15	9,881	6,344
Research and Services	16	3,306	2,368
Other Incomes	17	14,535	12,389
Inventories	18	4,699	4,563
<b>Total Revenue</b>		<b>840,561</b>	<b>760,313</b>
<b>Expenses</b>			
Operating Expenses	19	125,944	106,604
Pay and Allowances	20	400,106	361,699
Student Services	21	95,483	72,568
Learning Activities	22	35,759	45,660
Professional Services	23	33,171	38,539
Depreciation	24	153,390	98,639
<b>Total Expenses</b>		<b>843,853</b>	<b>723,708</b>
<b>Surplus/(deficit)</b>		<b>( - )3,292</b>	<b>36,604</b>

3.2 The summary of the approved capital and current grant for FY 2016-17 is presented in Table 6.

*Table 6: Approved capital and current budget for the financial year 2015-16*

Col- lege	Capital Grant ( Nu. in million)				Current grant based on per student cost (Nu. in million)	Total
	Source of Financing					
	RGoB	GOI	UN Projects	Total		
SC	2.200	140.800		143.000	142.372	285.374
CLCS	3.000	55.000		58.000	99.346	157.346
CST	15.000	11.000		26.000	77.741	103.741
CNR	-	71.000		71.000	42.459	113.459
PCE	15.000	-		15.000	73.426	88.426
SCE	12.000	3.500		15.500	69.926	85.426
JNEC	8.400	90.050		98.450	66.242	164.142
GCBS	5.382	29.900		35.282	91.512	126.794
OVC	10.000	32.240	2.300	44.540	-	44.540
<b>Total</b>	<b>70.982</b>	<b>433.490</b>	<b>2.300</b>	<b>506.772</b>	<b>663.026</b>	<b>1,169.798</b>

### 3.3 Royal University of Bhutan Financial Manual

3.3.1 The development of RUB Financial Manual started as an outcome of the Accelerated Bhutan Socio-Economic Development (ABSD) initiative in 2009. The first draft of the Manual was developed in-house and vetted by M/s Nag & Associates, an impaneled audit firm of the RAA in 2011.

3.3.2 The draft Manual was discussed in various forums including the Committee of Directors (CoD) and Academic Planning and Resource Committee (APRC) meetings. On the recommendation of the 30<sup>th</sup> meeting of the APRC, a final review of the Manual was conducted by a task force comprising of members from Gaeddu College of Business Studies, corporate bodies and Office of the Vice Chancellor.

3.3.3 The International Financial Reporting Standards (IFRS) and Bhutanese Accounting Standards (BAS), which were adopted by the Accounting and Auditing Standards of Bhutan (AASBB) of the Ministry of Finance was incorporated in the Manual.

3.3.4 The 31st APRC meeting recommended for submission of the draft Manual to the University Council for final endorsement. The 34th University Council meeting held on 9 November 2016 approved the RUB Financial Manual, to be made effective from 1 July 2017.

# 4

## Organisational Development (OD) Exercise Recommendations

- 4.1 One of the major changes recommended by the OD exercise was that each College should focus in a distinct area of specialisation. This will avoid duplication of resources and create each college as a centre of excellence in the following areas:
  - 4.1.1 Sherubtse College will focus on Humanities and Social Sciences including fundamental courses in sciences;
  - 4.1.2 CLCS will focus in Bhutanese studies, Himalayan Culture and Languages;
  - 4.1.3 JNEC and CST will both focus in engineering related subjects. However, JNEC would continue to focus on diploma level and applied programmes, though there would be flexibility for it to offer programmes at the bachelors and postgraduate levels in areas where it is better placed compared to CST;
  - 4.1.4 CNR will focus on Natural Resources and Sustainable Development;
  - 4.1.5 GCBS will focus on Business and Management related programmes;
  - 4.1.6 PCE will specialize in Primary Education while SCE will specialize in Secondary Education;
- 4.2 The career structure of academic staff was reformed by following international practices. The career structure for academic staff has changed from eight to six rungs. This has raised the entry level by two levels. With this change, the University would be able to attract and retain best of talents besides providing opportunities for the talented and dynamic academic staff to rise faster to higher positions.
- 4.3 The Organogram of the University has been restructured. A clear organizational structure for the Office of the Vice Chancellor has been

drawn providing clarity on the roles among different functional units. A framework for Colleges' organizational structure has been put in place. The Colleges are working towards transiting to the revised structure. This reform is expected to create uniformity in the operation of Colleges and enhance smooth operation.

- 4.4 A new performance management system has been designed to replace the current system, which is more generic and in need of modification to suit the need of an academic institution. The new design is being incorporated as part of the University's service conditions. The system will ensure that the University's mission statement is articulated into individual work plans and that every staff works towards the common goal of the University. The new system is also expected to ensure objectivity and evidence-based management of staff performance in order to identify the performers for rewards and non-performers for further improvement, thereby encouraging performance-based culture.



*Samtse College of Education Launches Shes-Rig Pages - College Newsletter*

# 5

## Teaching and Learning

### 5.1 Programme Development

5.1.1 One of the thrust areas in the University's current strategic plan is to increase access to learners through diversification of academic programmes. Towards realizing this, the following new programmes were launched in 2016:

*Table 7: New programmes launched in 2016*

College	Programme
PCE	Diploma in Early Childhood Care & Development
Royal Thimphu College (RTC)	BA in Development Economics
	BA in English Studies

5.1.2 The year 2016 saw deliberations on the initiation of new academic programmes in the following areas:

*Table 8: New programmes deliberated in 2016*

College	Programme
CNR	BSc in Food Science & Technology
PCE	Pg Dip in Inclusive Education
RTC	BA in Socio-cultural Anthropology
	BA in Communication Arts & Technology
Sherubtse College	MA in Social Research and Policy
	BSc in Geography
	BA in Economics
	BSc in Statistics
CST	ME in Renewable Energy
SCE	MA in Contemplative Counselling Psychology

## 5.2 Quality Assurance

3.2.1 A key element of RUB's quality assurance system is the validation of programmes. This determines whether a proposed programme has the quality, standards and relevance for confer of an award from the University. In 2016 the following programmes were validated for a RUB award:

*Table 9: Programmes validated in 2016*

College	Programme
SCE	MA in Contemplative Counselling Psychology
	Pg Diploma in Education (Part time) – Resource checked
RTC	BA in History (in combination with Dzongkha) - Resource checked
	BA in English Studies (Part time) - Resource checked

Periodic review of a programme ascertains the academic health and standards of programmes that have been in operation over a period. In 2016 the following programmes were reviewed:

*Table 10: Programmes reviewed in 2016*

College	Programme
Sherubtse College	BA in Population & Development Studies
	BSc in Physics
	BSc in Mathematics
	BSc in Chemistry
CST	BE in Information Technology
	BE in Civil Engineering
	BE in Electrical Engineering

A number of programmes at the two Colleges of Education were due for periodic review. However, their reviews were postponed indefinitely to re-strategise the provisions of the two Colleges.

5.2.2 The annual monitoring of programmes is a key quality management and enhancement process that is aimed at reviewing the operation of programmes and identifying areas for improvement. Workshops were conducted for programme leaders and Deans of Academic Affairs to facilitate the annual programme monitoring process. In 2016, the Colleges where workshop was conducted included RTC, PCE, GCBS, CNR and CLCS.

### 5.3 Discontinuance of Programmes

The Following programmes were accorded approval for their discontinuation:

*Table 11: Programmes discontinued*

College	Programme
RTC	BA in Economics and English
PCE	BEd (Dzongkha) through part time

### 5.4 Educational Technology

5.4.1 All the Colleges are using Moodle 3+ as their platform for the Virtual Learning Environment (VLE). The usage of VLE is picking up and some Colleges have made impressive development in terms of using it for their daily teaching and learning purpose.

5.4.2 Dzongkha is now available for Moodle version 3.1. This revised version was uploaded in the website <http://www.moodle.org> in the month of August 2016 for free downloads.

5.4.3 RUB adopted KOHA as its integrated library management system (ILMS). All IT personnel in RUB Colleges were trained in the installation, operation and upkeep of the system along with new techniques to back up and recover the system. All the technical aspect of ILMS uses clustering technology through the technique of virtualization. The following works were completed:

- Upgraded all the associated information to version 3.22 by the end of March 2016,
- Most of the collections at four Colleges have been made compatible to library security system using Radio Frequency Identification Detection (RF ID) tag and magnetic tape,
- Kept records in different nodes using clustering technology including library security system,
- Library security system – (RFID- enabled hardware has been set up, configured and fully integrated with KOHA ILMS at four locations including CNR, JNEC, SCE and PCE.

5.4.4 Digital Library Project in all the eight Colleges of RUB has been set up in their respective library.



5.4.5 All dedicated networking with required equipment of digital library is completed.

## 5.5 Programmes, Teaching and Learning

5.5.1 In January 2016, the 5<sup>th</sup> induction programme (*Introduction to University Learning and Teaching*) was conducted at SCE for 18 new academic faculty. They were from CNR, JNEC, CLCS and CST,

5.5.2 Likewise, in the same year, the 6<sup>th</sup> induction programme for 25 new faculty members was conducted at CNR in July 2016,

5.5.3 Till date, 124 academic faculty have been awarded certificate of attendance to the induction programme on *Introduction to University Learning and Teaching* programme since its introduction in 2013,

5.5.4 The 3<sup>rd</sup> Annual Conference of the Deans of Academic Affairs (ACDAA) was organized at JNEC in February 2016. ACDAA agendas are generally discussed under four thematic groups namely, innovations in teaching and learning, management and quality enhancement, learner engagement support and staff development.

5.5.5 The 6<sup>th</sup> Center for University Learning and Teaching (CULT) Advisory Committee meeting was held at GCBS in June 2016. The Committee recommended drafting regulations on both module evaluation and question paper leak and present to the 4<sup>th</sup> ACDAA for further discussions and endorsement. The committee also recommended working on APA referencing and citation style that could be used in writing scientific papers and documents in Dzongkha.

5.5.6 The CULT Advisory Committee during its 4<sup>th</sup> Meeting decided to convene a meeting of Librarians of the Colleges. The first meeting of librarians was organized on 30<sup>th</sup> September 2016 at CST. As decided in the first meeting of the Librarians, a training for library assistants on 'Fundamentals of Library Management' was organised by CULT from 1-7 December 2016 at SCE. A total of 20 library assistants from various Colleges of RUB and Khesar Gyalpo University of Medical Sciences of Bhutan (KGUMSB) attended the training.

5.5.6 As recommended by the CULT Advisory committee during its 6<sup>th</sup> meeting, a task force to work on the APA referencing and citation

style for Dzongkha was formed. The task force met at CNR for five days in July 2016 and drafted the document.

5.5.7 As directed by the CULT Advisory Committee during its 6th Meeting at GCBS, the CULT conducted workshop for programme leaders on Programme Development process for the following colleges:

- Sherubtse College & JNEC (21 & 22 October 2016 at JNEC)
- CLCS & CNR (24 & 25 November 2016 at CNR)

5.5.8 A two-day (12-13 April 2016) stakeholder's consultative workshop on 'Social Work Education' was organised in collaboration with UNICEF Bhutan at the Office of the Vice Chancellor, Thimphu. The main objective of the workshop was to explore the possibility of starting structured programmes on social work education in one of the Colleges under RUB. A total of 42 individuals representing various organizations attended the workshop.

5.5.9 As per the recommendations from the two-day consultative workshop mentioned above, the following actions were executed:

- SCE is identified to start the Social Work Education programme.
- A study visit to academic institutions in Guwahati and Shillong was organised in collaboration with, and support from UNICEF.
- SCE plans to launch the programme in July 2018.



*Students of CNR working with the Community*

# 6

## Research and External Relations

### 6.1 Research Development

6.1.1 In order to develop appropriate infrastructure for thematic research areas and build research capacity, following research centres were given funding support :

*Table 12: Support for Research Centres of Excellence*

<b>Name of Research Centre</b>	<b>Amount (Nu.)</b>
New thematic research centre development, SCE	686,000.00
Centre of Educational Research and Development, PCE	193,035.00
Centre for Appropriate Technology, JNEC	392,199.00

6.1.2 Institute for GNH Studies (iGNHaS) with Sherubtse College conducted a Certificate course in Social Policy. Four Lecturers were exposed to social policy context at OP Jindal School.

6.1.3 RUB along with DITT facilitated establishment of Bhutan's first Research & Education Network called Druk-Research and Education Network (Druk-REN). Through this project, ICT officers of RUB participated in 'Campus Network Design and Security' training and received network equipment worth USD \$1,00,000/- (One Hundred Thousand Dollars) which were distributed to Sherubtse College, SCE and JNEC.

6.1.4 As an offshoot of Druk-REN project, the ICT team of RUB successfully completed the project funded by TEIN\*C that allows students, faculty and staff to use their home institution's WiFi credentials to access WiFi network services, when visiting other EduROAM (education roaming) participating institutions—without having to set up a guest account. The project is implemented by RUB ICT team consisting of OVC, Sherubtse College, JNEC and PCE.

6.1.5 iGNHaS procured books worth Nu. 771,450.00 and distributed to 8 Colleges.

6.1.6 As part of SASEC Information Highway project funded by ADB in partnership with DITT, ADB authorized a total of Nu. 26,989,350/- to RUB for ICT equipment, applications and course development fee.

6.1.7 The first ever PhD defense programme was hosted at RUB in January 2016, which is an outcome of the Danish-Bhutanese Research Partnership programme, aimed at enhancing research environment and capacity development of researchers in RUB.

## 6.2 Conferences and Seminars

6.2.1 The international conferences and seminars conducted in the Colleges of RUB in 2016 are:

*Table 13: International conferences hosted by the Colleges*

College	Name of the Conference/Seminar
CST	International Conference on 'Renewable Energy and Sustainable Development'
GCBS	International Workshop on 'Research Methodology'
GCBS	International Conference on 'Rural Development: Prospects and Challenges'

## 6.3 Research Capacity Building

4.3.1 One of the core activities of RUB is to initiate the development of research capacity building through skill development trainings and workshops. Towards this end, the following activities were carried out for both staff and students.

*Table 14: Research Capacity Building Activities*

Research Capacity Building Activities	Beneficiaries (Nos. / %)
Research supervision skills training at TERI University, India	33
Dissemination of study proposals and findings in faculty research meet for annual university research grants through engaging critical friends	96
Sensitization workshops on research policies and guidelines to all eight colleges	95% of staff
Data analysis workshop using SPSS to CNR and GCBS staff	46
Training course on use of MATLAB software for scientific research to JNEC and CST staff	20

Review of the mid-term project of GDN with GDN Project team at Hanoi, Vietnam	4
2 <sup>nd</sup> Annual meet of Dean of Research and Industrial Linkages	12
Research Methods Workshop in Dzongkha called “Zhibtsol Thablam” to Dzongkha tutors from CLCS, Sherubtse College and PCE	25
Training on Democratic Leadership for students of the Colleges of RUB	40
News Researching and Writing Workshop for RUB students Editorial Team for RUB Newsletter	18



*Zhibtsol Thablam workshop to Dzongkha Tutors of RUB at CLCS*

## 6.4 Research Publications and Communications

6.4.1 During the period, following issues of journals and newsletters were published:

*Table 15: Journal and Newsletter Published in 2016*

Name of Journal	Nos. of Articles from RUB Authors	Nos. of Articles from Outside RUB
Bhutan Journal of Research and Development ISSN 1321-4585 Volume 4 Number 2 Autumn 2015	2	3

Bhutan Journal of Research and Development ISSN 1321-4585 Volume 5 Number 1 Spring 2016	3	2
The RUB connection ISSN 2304-1757 Vol 4 No 2		
The RUB connection ISSN 2304-1757 Vol 5 No 1		
iGNHaS Newsletter Volume 1 issue 1 was published in July, 2015		
iGNHaS Newsletter Volume 1 issue 2 was published in February, 2016		

## 6.5 External Relations

6.5.1 RUB was able to achieve the following activities towards creating meaningful international linkages in 2016.

*Table 16: Staff and Student Exchange in 2016*

Key Performance Indicators	Target Achieved (Nos.)
Semester Abroad Programme conducted	1
Short-term Study Abroad including Leadership Programme organized	4
Number of Staff exchange programmes conducted	1
Number of Student exchange programmes conducted	3
Number of Programmes offered to international students	3
Number of International students enrolled	21

6.5.2 RUB established formal linkages with number of foreign institutions through signing of Memorandum of Understanding in 2016.

*Table 17: Number of External Relations Established through MoUs*

SI. No	MoU signed with International Institutions
1	Bangladesh Academy for Rural Development (BARD), Bangladesh
2	Maejo University, Thailand
3	Kansai University, Japan



*Delegates from Maejo University, Thailand at Office of the Vice Chancellor*



*Prof C Raj Kumar, Vice Chancellor and Lt. Gen Rajesh Kochar, Senior Director (JIDLEE), OP Jindal Global University at the Office of the Vice Chancellor*

# 7

## Human Resource

### 7.1 Human Resource Management

- 7.1.1 RUB has a total strength of 982 staff, consisting 523 academic staff and 459 administrative & technical staff (including 155 ESP & GSP staff). While the University has majority of its staff recruited from within the Country on regular employment, it continues to strive towards attracting expatriates on fixed term for developing a diverse group of faculty specialized in areas of interest to the University and its programmes. RUB has 75 academic staff on fixed term and 448 on regular category of employment.
- 7.1.2 During the calendar year of 2016, the University has recruited 76 new staff. A total of 62 out of 76 new staff were recruited against academic positions, of which 22 were recruited on contract for durations ranging from a semester to 2 years. The remaining 14 staff were recruited for administrative and technical positions.
- 7.1.3 RUB has been able to attract competent in-service teachers from the Ministry of Education. A total of 11 in-service teachers were recruited against various academic positions.
- 7.1.4 A total of three Colombo Plan Lecturers (CPL) were appointed on deputation to Colleges of RUB by the Government of India, bringing the total number of CPL to six. While a gradual increase in CPL staff has been observed in 2016, the University continues to face challenges in attracting good number of CPL staff as against 30 approved slots.
- 7.1.5 Altogether 62 staff, consisting of 12 regular academic staff, 31 academic staff on contract, 11 administrative & technical staff and eight elementary & general category staff, resigned from the University. Three members of staff were separated from the University on superannuation.



Table 18: Total RUB Staff in 2016

College/ OVC	No. of Academic Staff									Total Academic Staff (A+B)	No. of Admin Staff	Total strength of Staff
	Regular					Contract						
	PhD	Masters	Bachelors	Diploma/ Certificate	Total (A)	PhD	Masters	Bachelors	Total (B)			
CLCS	1	34	23	1	59	0	2	2	4	63	54	117
CNR	9	15 (2 PGDip.)	17	0	41	0	0	0	0	41	40	81
CST	2	33	30	2	67	1	7	0	8	75	55	130
GCBS	0	25	16	0	41	10	20	0	30	71	63	134
JNEC	1	16	26	5	48	0	1	1	2	50	54	104
PCE	10	53	7	0	70	0	0	0	0	70	34	104
SCE	8	33	7	0	48	0	2	0	2	50	42	92
Sherubtse	2	56	16	0	74	8	21	0	29	103	80	183
OVC	0	0	0	0	0	0	0	0	0	0	37	37
<b>TOTAL</b>	<b>33</b>	<b>265</b>	<b>142</b>	<b>8</b>	<b>448</b>	<b>19</b>	<b>53</b>	<b>3</b>	<b>75</b>	<b>523</b>	<b>459</b>	<b>982</b>

## 7.2 Human Resource Development

7.2.1 Since the academic staff are the core human resource, developing their skills and knowledge is crucial for the growth of the University. The University continues to resort to recruiting majority of its academic staff with Bachelors degree as a result of shortage of qualified candidates in the job market. Currently, we have 127 of our academic staff who do not have Masters degree qualification and they are constantly challenged towards securing opportunities for further studies given limited government scholarships, open scholarships or projects-tied scholarships;

7.2.2 Nonetheless, a total of 17 staff were able to secure various scholarships to undergo long term training in 2016. Twelve of them (including of one admin. staff) are pursuing Masters degree, four PhD degree and one post-doctoral degree, as detailed below:

Table 19: Long Term Training Implementation 2016

Category/ College	Masters	PhD	Post Doc.	Grand Total
<b>Academic</b>				
CLCS	2			2
CNR		2	1	3
CST	2	1		3
GCBS	1			1
JNEC	1			1
SCE	2	1		3
Sherubtse	3			3
<b>Total</b>	<b>11</b>	<b>4</b>	<b>1</b>	<b>16</b>
<b>Administrative &amp; Technical Staff</b>				
CST	1			1
<b>Total</b>	<b>1</b>			<b>1</b>
<b>Grand total</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>17</b>

7.2.3 The University has in total 42 staff on studies, 26 of them pursuing Masters degree, 15 PhDs and one post-doctoral degree. As a result, there is a stock of 481 faculty (including of both Bhutanese and expatriates) currently on campus, as detailed in the table below:

Table 20: Stock of RUB Academic Staff 2016

College	Academic Staff on Studies					Strength of Academic Staff (Regular & Contract)					Academic Staff Currently on Campus (A-B)				
	Post Doc	PhD	Masters	Total	PhD	Masters	Bachelors	Diploma/Certificate	Total	PhD	Masters	Bachelors	Diploma/Certificate	Total	
CLCS	0	0	6	6	1	36	25	1	63	1	36	19	1	57	
CNR	1	3	1	5	9	15 (2 PgDip.)	17	0	41	8	12	16	0	36	
CST		5	3	8	3	40	30	2	75	3	35	27	2	67	
GCBS	0	0	3	3	10	45	16	0	71	10	45	13	0	68	
JNEC	0	0	4	4	1	17	27	5	50	1	17	23	5	46	
PCE	0	2	1	3	10	53	7	0	70	10	51	6	0	67	
SCE	0	4	3	7	8	35	7	0	50	8	31	4	0	43	
Sherubtse	0	1	5	6	10	77	16	0	103	10	76	11	0	97	
<b>Total</b>	<b>1</b>	<b>15</b>	<b>26</b>	<b>42</b>	<b>52</b>	<b>318</b>	<b>145</b>	<b>8</b>	<b>523</b>	<b>51</b>	<b>303</b>	<b>119</b>	<b>8</b>	<b>481</b>	

7.2.4 The University now has 37 regular staff with PhDs (33 academic staff and four staff at executive and managerial level). 19 staff received Masters degree and another eight were awarded PhD degree in 2016. The details are as presented below:

*Table 21: Staff who completed long term Training in 2016*

Category/College	Masters	PhD	Grand Total
<b>Academic</b>			
CLCS	4		4
CNR		2	2
CST	3		3
GCBS	3		3
JNEC	2		2
SCE		3	3
PCE		2	2
Sherubtse	3	1	4
<b>Total</b>	<b>15</b>	<b>8</b>	<b>23</b>
<b>Administrative &amp; Technical Staff</b>			
CNR	1		1
OVC	2		2
SCE	1		1
<b>Total</b>	<b>4</b>		<b>4</b>
<b>Grand Total</b>	<b>19</b>	<b>8</b>	<b>27</b>



*Academic Board Members at GCBS*

# 8

## Student Services

- 8.1 The 3<sup>rd</sup> Royal University Sports Federation of Bhutan (RUSFoB) Games finals was held from 13 – 17 December 2016 at SCE. A total of 297 participants including officials, escorts, managers and local organizing committee and volunteers participated in the finals. The winners and runners up of each of the games were as follows:

*Table 22: RUSFoB Games Winners 2016*

Games	Category	Winner	Runners Up
Football	Men	PCE	GCBS
	Women	GCBS	PCE
Basketball	Men	CST	PCE
	Women	GCBS	Sherubtse
Volleyball	Men	PCE	GCBS
	Women	GCBS	PCE

The 4<sup>th</sup> RUSFoB games finals will be held at the College of Natural Resources from 13 – 17 December 2017.

### 8.2 Deans of Student Affairs Meeting

8.2.1 The 8<sup>th</sup> Dean of Student Affairs (DSA) Meeting was held at PCE on 9 July 2016. The meeting discussed the need for Health Assistant and Legal Officer in the University. The meeting also looked at the minimum basic facilities required in each of the colleges.

8.2.2 The 9<sup>th</sup> DSA Meeting was held at SCE on 18 December 2016. The meeting looked at the activities that was carried out during 2016 as well as discussed on the activities that would be carried out in 2017.

### 8.3 RUB Graduates 2016

8.3.1 A total of 2956 students graduated from RUB in 2016. Out of these, 514 graduated from Sherubtse College, 129 from CST, 444 from GCBS, 287 from JNEC, 275 from CNR, 332 from CLCS, 407 from PCE, 306 from SCE, and 262 from RTC. The details of the number of students that graduated by programmes from each of the colleges is given below:

Table 23: RUB Graduates 2016

College	Name of the Programme	No. of Graduates
Sherubtse College	BSc in Computer Science	37
	BSc in Life Science	57
	BSc in Environmental Science	45
	BSc in Physical Science (Math& Chemistry)	22
	BSc in Physical Science (Math& Physics)	18
	BSc in Physical Science (Physics & Chemistry)	18
	BA in English & Dzongkha	39
	BA in Dzongkha & History	48
	BA in English & Media Studies	21
	BA in Dzongkha & Media Studies	23
	BA in Economics & Geography	45
	BA in Economics & Population Studies	47
	BA in Political Science & Sociology	64
	Postgraduate Diploma in English	25
	BA (Hons.) English	5
<b>Total</b>	<b>514</b>	
CST	BE in Civil Engineering	47
	BE in Electrical Engineering	39
	BE in Electronics & Communication Engineering	15
	BE in Information Technology	28
	<b>Total</b>	<b>129</b>
GCBS	MBA Finance	16
	B Com (Accounting)	132
	B Com (Finance)	199
	BBA (HRM)	42
	BBA (Marketing)	55
	<b>Total</b>	<b>444</b>
JNEC	Diploma in Civil Engineering	120
	Diploma in Electrical Engineering	43
	Diploma in Mechanical Engineering	34
	Diploma in Computer Hardware and Networking	38
	Diploma in Electronics and Communication Engineering	28
	Diploma in Surveying	24
	<b>Total</b>	<b>287</b>

<b>CNR</b>	Master in Development Practice	28
	BSc in Agriculture	32
	BSc in Animal Science	39
	BSc in Forestry	53
	BSc in Sustainable Development	41
	Diploma in Agriculture	27
	Diploma in Animal Husbandry	25
	Diploma in Forestry	30
	<b>Total</b>	<b>275</b>
<b>CLCS</b>	BA in Bhutanese and Himalayan Studies	136
	BA in Language and Literature	158
	Diploma in Language and Communication Skills	27
	BA (Hons.) in Language and Literature	7
	BA (Hons.) in Bhutanese and Himalayan Studies	4
	<b>Total</b>	<b>332</b>
<b>PCE</b>	B Ed Primary	248
	B Ed Secondary	15
	B Ed Dzongkha	106
	Postgraduate Diploma in Education	38
	<b>Total</b>	<b>407</b>
<b>SCE</b>	Postgraduate Diploma in Education	113
	Postgraduate Diploma in Guidance & Counseling	13
	BEd Primary	39
	BEd Secondary (Science)	52
	BEd Secondary (Arts)	44
	Postgraduate Diploma in Higher Education (Part time)	14
	Postgraduate Certificate in Higher Education (Part time)	31
	<b>Total</b>	<b>306</b>
<b>RTC</b>	BA in Political Science & Sociology	33
	B Com Finance	72
	B Com Accounting	24
	BA in English & EVS	61
	BBA HR	36
	BA in Economics & EVS	23
	BA in English & Dzongkha	13
	<b>Total</b>	<b>262</b>
<b>Grand Total</b>		<b>2956</b>

# 9

## Challenges

RUB has been able to make good progress in many areas; however, there still remain many challenges. The following are some of the recurring challenges:

- 9.1 Capacity development in the University is still a huge challenge. Firstly, we are not able to ensure that all the academic staffs attain minimum academic qualification required to teach in the University. We still have about 30 academic staff with undergraduate qualification teaching undergraduate programmes. RUB is not able to attract and retain the best talents in academic positions due to various reasons. The situation becomes worse due to lack of committed funding for HRD. RUB is still dependent on open scholarships to upgrade our academic staff over which RUB does not have much control, leading to development of staff in areas that are not of priority. Since the quality of academic staff is the key to achieving quality education, RUB should have committed funding from the Government to be able to send the academic staff to reputed universities outside of Bhutan to specialize in the priority areas of RUB.
- 9.2 RUB, as the major player in higher education aspires to contribute and advise the Government on national research and innovation policies, and be a critical player in the transformation of Bhutan into a knowledge-based society with strong capabilities in research, innovation and enterprise. A research fund at the national level or a committed fund from the Government to RUB would be vital to realize this aspiration.
- 9.3 Teaching and research in RUB can guide the students adequately to handle the challenges of the real world only if their learning experiences are relevant to the real world issues supported by the teachers' own industry experience. For this to happen, RUB Colleges must recruit experts from the Civil Service and corporate sector to teach in the Colleges as visiting faculty and also send RUB academic staff on special assignments to the industry. This modality of enriching University teaching must be explored and optimized with sound policies and procedures as well as fund support.
- 9.4 One of the challenges, as may be faced by other Universities, is the expectation from the public that the University is responsible for employment



of its graduates. On the other hand, there is rising demand for access to higher education year after year. Whilst the graduates passing out of the University should be employable, the objective of a university education is not only to produce a skilled workforce but also to prepare minds for responsible citizenship and to understand and share human values, and prepare them for life.



*JNEC and Sherubtse College Ladies Football Match at Sherubtse College*

# 10

## Way Forward

While consolidating what were achieved, new initiatives are being taken to take the University forward.

The way ahead for the University will be characterized by the following:

- 10.1 The University is continuing to face the challenges of pursuing postgraduate programmes mainly due to the lack of funding from the Government. Despite this lack of support, RUB was able to implement few postgraduate programmes in some of the Colleges. The University plans to offer more postgraduate and PhD programmes. For the University this initiative will be one of the main ways to enhance its research culture and contribute towards generation of new knowledge.
- 10.2 Much has been achieved in research capacity development; however, as indicated under the challenges, securing dedicated funding for research has been a challenge. The University in collaboration with the GNHC Secretariat has been working on a proposal to set up the National Research Fund. The proposal was submitted to the Cabinet for approval. RUB aspires to develop its research capacity further through this research fund and conduct meaningful research. This will be critical for the University to fulfill its aspiration of becoming a University with a good mix of research and teaching and build closer ties with the industry, economy and society.
- 10.3 Towards increasing access to higher education, the University was directed by the Government to establish two new Colleges at Yonphula and Gyalpozhing. In 2016, the University was able to start the infrastructure development at both the campuses to be able to take in the first batch of students in July 2017. The University is anticipating huge investment in both the Colleges in the 12<sup>th</sup> FYP so that these Colleges can grow to a sustainable size.
- 10.4 The University is fully aware that the cornerstone of quality education is the quality of the academic staff; therefore, all necessary efforts to attract and retain the best of talents have already begun. As one of the main outcomes of the recent OD exercise, the University was able to enhance

the pay packages besides revising the career ladder.

The University has also developed a robust performance management system for the academic staff based on international best practices. The new PMS will connect the core mandate of the University to the individual academic in terms of assessment in teaching learning outputs, research outputs and community services. The System has been built in such a way that it will allow criteria-based objective review of individual performance. The system is intended to reward and promote the best performers in the system.



*Deans of Student Affairs Learns Basic Counselling at Samtse College of Education*



