



N°:.....UC/DoP

THE UNIVERSITY OF CAMBODIA
SCHOOL OF FOREIGN LANGUAGES
Strategic Plan and Road Map 2017-2021

The School of Foreign Languages (SFL) at the University of Cambodia consists of five language programs and offers courses in Chinese, English, French, Japanese and Korean with a special focus on the study of the language, literature and culture. Students specializing in this area are fluent in a chosen language, exposed to cultures that are different from their own and learn to negotiate these cultural differences through the study and applied research of language and literature. In addition to the above languages, potential languages will be added accordingly to meet the market needs.

I. Vision

The School of Foreign Languages (SFL) aims at providing excellent quality of language training, enhancing language competency and communication skill and preparing students to engage and deal with society by providing a broad knowledge and promoting creative and critical thinking skills essential for flexibility to changes of our society and the world at large. We help to develop our students' talents and assist them to realise their full potential. In addition, we encourage our students to think independently and creatively, but act cooperatively with others in open-mindedness in order to contribute to build our nation, the region, and the world.

II. Mission

The School of Foreign Languages strives to produce graduates who will be fluent and competent in foreign languages, and they are able to think analytically and communicate effectively with others; to provide a high-quality education to students in order to respond to the needs of society, and to energetically support faculties in research.

III. Goals and Objectives:

- To build and develop students' language competency, comprehension and professional communication skills;
- To bring practical experiences on language use, literature, culture, leadership skills and social issues into the classroom;
- To enhance the quality of higher education through the quality of teaching and learning in state of the art facilities;
- To enable students to acquire an in-depth knowledge and soft skills for their future careers and life;
- To support students, faculties and staff in challenging current issues locally and internationally and provide our graduates with sufficient critical thinking skills and awareness of society.

IV. Student's Learning Outcomes: At the end of the program, students can:

- Identify variety of language skills;
- Describe grammar rules and usages;
- Hold professional and formal conversations;
- Restate each principle in his or her words;
- Explain the different rules;
- Apply the theory into practical situations;
- Use the language in the related field;
- Analyse and think critically;
- Solve problems by themselves;
- Communicate in a professional manner;
- Work in and lead a team with confidence;
- Construct new strategies in communication skills;
- Perform assigned tasks within a timeframe;
- Translate and interpret a chosen major language;
- Design teaching and learning lesson plans;
- Categorize various aspects of language, literature and culture

V. Strategic Plan

The following is based on the nine categories identified in the existing overall Strategic Plan 2017-2021 for the Undergraduate Studies Division of The University of Cambodia.

- 1- To be a center of excellence in instruction and original, critical thinking, including through the development and introduction of innovative techniques and approaches, especially in the context of relevance to Cambodia and the region:
 - a. to adapt and apply emerging technologies and approaches to enhance less formalised, more interactive classroom instruction;
 - b. to provide counselling services through our students communication channels such as the Offices of Deans and of Associate Deans, Academic Foundation Department, Skills and Career Development Center, Office of Admission, Registration and Information, and Office of Student Services to help those making the transition from a College and School to a university environment and style of teaching and evaluation;
 - c. to promote logical and critical thinking through presenting the basic theoretical background to enhance students' language abilities, analysis, and quickness of thinking;
 - d. to use 'Teach and Learn' methodologies with multiple approaches, including case-study scenarios, small group discussions, experiential learning, and synthesis workshops, and emphasise practical relevance by relating the insights gained to applied situations;
 - e. to thereby enhance students' writing skills, as well as their capacity to 'think on their feet' and debate contentious issues;
 - f. to thus produce graduating students who have the qualities expected by their sponsors, prospective local and other employers and/or have the entrepreneurial and other skills to set out on their own;
 - g. to further develop a system of Internal Quality Assurance and Quality Control, and thus establish a standard which is recognized nationally and internationally;

- h. as an overall result, to further Cambodia's development, by serving as a catalyst for improving higher education and academic advancement through excellence in teaching in the areas of language and culture.
- 2- To be also a center of excellence in the conducting and publishing of research, with particular reference to Cambodia and the region:
 - a. to establish an interest in research in undergraduate students through appropriate courses and opportunities for follow-through with short research projects;
 - b. to establish a basic standard of research expectations and the means to realise these, based on the need for innovation and a need for basic ethical and other considerations;
 - c. to expose undergraduate students and faculty to recent developments through seminars, and emphasise the dynamism that is necessary for individual self-development and national progress;
 - d. to thereby also encourage existing and new teaching faculty to be active in research in addition to their other duties and so help them to further develop their knowledge and understanding (and thus the scope and relevance of their teaching) as part of efforts at capacity building for Cambodia as a whole;
 - e. in the longer term, to also incorporate the latest research findings into course-work as a means of enhancing the local relevance of each program and its course-content;
 - f. to also provide a vehicle for disseminating such information to academics and other professionals in Cambodia and elsewhere, through the peer-reviewed Cambodian Journal for International Studies-CJIS as well as through fora, workshops, practicums and other means;
 - g. to provide a vehicle for informing the general public about recent developments through the broadcast and popular print media;
 - h. to thereby further Cambodia's advancement, through continuing to serve as a catalyst for promoting and fostering a research ethos and culture of active enquiry *in line with MoEYS' Vision 2030*.
- 3- To thereby attract high-calibre students from throughout Cambodia, with the help of scholarships where financial support is needed;
 - a. To establish effective Marketing strategies, which can exploit outlets such as SEA-TV and SEA Radio, as well as pursuing other possibilities (including in collaboration with the UC Foundation);
 - b. to provide a learning support club to assist and motivate weak students to catch up with the class;
 - c. to provide additional incentives (e.g. activities organised by student organizations, including sports programs) to further increase attractiveness;
 - d. to be pro-active in seeking ways to promote student retention; and
 - e. to thereby further Cambodia's development, through promoting increased accessibility to higher education for those who deserve it.
- 4- To produce degree-holders who demonstrate achievement in the knowledge, skills, and values that are expected by the university and society at large, developed through experiences in and out of the classroom:
 - a. to encourage innovative critical and lateral thinking, and thus problem-solving skills;

- b.** to further increase the confidence and presentation skills of students through extracurricular activities organized by the Students Organizations;
 - c.** to augment the capabilities of students through optional extracurricular courses on relevant hard and soft skills, for example;
 - d.** to provide additional exposure to community and other issues through activities organised by the UC Students Organizations and presentations by invited distinguished speakers and experts;
 - e.** to provide additional breadth of knowledge through internships and on-the-job training with UC, as well as with selected outside employers;
 - f.** to thereby further Cambodia's development, through helping to produce the next generation of pioneering leaders and innovators.
- 5- To also run supplementary short courses, workshops and seminar series to allow those who have already embarked on a career (or who want to switch to a new one) to upgrade their 'hard and soft' skills as part of the process of life-long learning:
- a.** to use the internet and broadcast technologies to expand the pool of potential students
 - b.** to thereby further Cambodia's advancement, through encouraging further self- development.
- 6- To further establish the necessary physical resources for the above:
- a.** to upgrade existing library facilities to those (including the e-library with access to digital resources elsewhere) to be expected in the 21st century, and which can thus be effective for promoting teaching and learning through research activities;
 - b.** to further augment the infrastructure of physical and electronic resources to facilitate and enhance teaching and support operations, and thus help promote UC as an institution to work at and in which to study;
 - c.** to establish additional facilities, including a Students' Union and dormitories, to further promote a 'UC spirit';
 - d.** to thereby further Cambodia's development, through acting as a focus for improving higher education, promoting academic advancement and generating the next cohort of leaders in the public and private sectors.
- 7- To also further establish the necessary human resources:
- a.** to encourage faculty retention by nurturing their personal development (and thus further benefit academic programs) for those who are loyal and conscientious and thus merit it;
 - b.** to attract new quality faculty, especially those with an interest in active research, for example through the establishment of endowment chairs and the facilitation of exchanges with other universities;
 - c.** to expand on the core of reliable committed and competent support staff, who can perform specific duties and thus help share responsibility in the smooth 'behind-the-scenes' running of UC as a whole;
 - d.** to encourage capacity-building of existing and new support staff so that they can better meet what is expected of them;
 - e.** to encourage the further advancement of existing and new support staff through allowing them to register for degree programs;
 - f.** to thereby further Cambodia's development, through providing a unified impetus towards promoting higher education and academic advancement.

- 8- To further promote faculty development, and thus enhance academic programs, through forging synergistic partnerships with other universities, research centers, companies, and other organizations:
 - a. to build on existing agreements and establish meaningful bilateral relations with selected other universities and other bodies for mutually beneficial activities related to improved pedagogy, infrastructural development and/or joint research programs;
 - b. to identify other promising institutions for such agreements, and follow these through to the same end;
 - c. to also provide a window for the University, and Cambodia as a whole, to showcase the nation, its objectives and ideals to the outside world;
 - d. to thereby further Cambodia's development, through reinforcing UC's role as a nexus for improving higher education and academic advancement in Cambodia by constructive dialogue with relevant institutions abroad.
- 9- To maximize the utilization of resources and ensure financial sustainability in achieving the University's vision:
 - a. to establish a UC Foundation as a means of encouraging others to support Cambodia's future;
 - b. to develop 'summer' programs, including at the proposed Siem Reap campus, to bring in foreign students;
 - c. to find other ways to promote the diversification of UC's income through e.g. items covered by goals 2 and 5, above;
 - d. to implement an internal system that measures effectiveness and ways to improve efficiency throughout the university with regard to human, material, and financial resources;
 - e. to implement an annual review and incentive system that recognizes the continued hard work of full- and part-time academic and support staff members and areas where actions to address ongoing internal concerns.

VI. Road Map for Implementation

There will be a progressive rolling out of existing and new undergraduate degree programs, together with new non-degree offerings.

- Non-Degree Programs are not included since these do not fall under the remit of the Ministry of Education, Youth and Sport.
- i. **Academic Programs:** The School will start by opening up the following Associate's and Bachelor's degrees *in Language*, based on other material submitted with this application (see the attached documents):

Thereafter, the School will develop and introduce the following Associate's and Bachelor's *in Language* programs for International Track in the following majors:

A. Associate's Degree Programs

1. AA in Chinese Language
2. AA in English Language (It is in College of Arts and Humanities)
3. AA in French language for International Relations
4. AA in Japanese Language
5. AA in Korean Language

B. Bachelor's Degree Programs

1. BA in Chinese Language
2. BA in English Language and Literature (Existing program and recognized by MoEYS)
3. BA in French Language
4. BA in French Language for International Relations
5. BA in Japanese Language
6. BA in Korean Language

ii. Admission Requirements:

All existing UC policies regarding admission, attendance, assessment and qualifying for graduation, together with the Student Code of Conduct and other relevant policies, apply for all Associate's and Bachelor's students. Thus, as is standard UC policy on Admissions and Registration, students who are admitted directly to a program must pass the Entrance Exam for admission to an undergraduate program.

1. To be admitted to an AA Program, potential students will first be required to have an adequate language proficiency for chosen language major, based on passing a standard test. UC can accept students who meet one of the following criteria:
 - o Have completed national general education, grade 12 (for AA)
 - o Pass UC placement test (in a chosen language major)
 - o Have a certificate of completion in Level Six (in a chosen language major)
 - o Have a certificate of TEVET
 - o Have a certificate of Foundation Year Program (credit-transferred students)
 - o Other equivalent certificates
2. To be admitted to a BA Program, potential students will first be required to have an adequate language proficiency for chosen language major, based on passing a standard test. UC can accept students who meet one of the following criteria:
 - o Have a certificate of completion in Level Six (in a chosen language major)
 - o Have IELTS 5.5 (For English major)
 - o TOEFL 550 (For English major)
 - o Have a certificate of high school
 - o Have a certificate of Level 3 of TEVET
 - o Have a certificate of Foundation Year Program (credit-transferred students)
 - o Other equivalent certificates

iii. Non-Degree Programs Apart from undergraduate degree program, the school will also promote life-long learning by offering packaged Certificate program in more specialized topics for interested parties (including the general public), as well as intensive Executive program for those well-advanced on their career paths but who do not have the time for studying towards a degree.

- iv. Research Activities*** In addition, in collaboration with the University of Cambodia's Institute for Research and Advanced Studies, the school will actively seek to:
- conduct interdisciplinary research, including through student projects, in order to further develop the students' hard and soft skills;
 - use the results of this research to contribute to debate in the classroom and increase students' awareness and understanding of real-life problems and potential solutions; and also

- bring together scholars and other stakeholders, including the public at large, through policy forums and international conferences to facilitate the exchange of ideas, promote learning beyond the classroom and encourage critical debate on the importance of communication in society; and publish the proceedings of these.

Phnom Penh,
**On behalf of the Board of Trustees and
The University of Cambodia President**