Internationalisation Strategy

Deliverable 3.2

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1. Overview of RUA

As the first leading agricultural University in Cambodia, the Royal University of Agriculture (RUA) contributes to the nation's regional and global competitiveness. RUA provides education and research that effectively develops intellectual capabilities, turning young talents into successful professionals and responsible citizens. RUA has achieved this since its establishment in 1964. Undoubtedly, RUA is a remarkable accredited academic institution offering quality-oriented, modern, and competitive study programs, not only in the traditional fields but also in emerging disciplines to meet contemporary as well as impending national and regional needs. Courses range from Agricultural Science, Animal Science, Veterinary Medicine, Forestry, Fisheries and Aquaculture, Agricultural Economic and Rural Development, Food Science and Technology, Land Management and Land Administration as well as Agricultural Education and Communication, and we are eager to extend our scope constantly. We use Khmer and English as languages of instruction and offer Bachelor, Master, and Ph.D. scholarships, exchange programs, and internships abroad. Qualified and successful students will receive an internationally recognized degree from our partners abroad. At the same time, RUA actively promotes Cambodia's and Southeast Asia's agricultural practices and cultural traditions.

Vision

Internationalisation supports the vision of the Royal University of Agriculture (2021-2030) to produce high quality of human resources, knowledge and professional conscience while package technologies will be produced to support market needs.

Mission

Internationalisation supports the mission of the Royal University of Agriculture (2021-2030) in order to build high quality graduates to work for the agricultural sector and also deliver fundamental and applied research for market needs.

The key objectives of RUA's Internationalisation efforts are to:

1. Increase International Partnerships

2. Enhance International Learning and Internship Exchange Programs

3. Strengthen International Research Collaborations

4. Develop Global Competencies through Curriculum Enhancement

5. Strengthen Institutional Capacity for Internationalization

2. Institutional Context

2.1 The institution's current international engagement

Royal University of Agriculture (RUA) has many partners both local and international partners. We have 127 MOUs with institutes and private companies related to agriculture, rural development, and food sciences and technology for student and staff exchanges, curriculum development, internship and also joint research together.

2.2 SWOT analysis in the context of internationalization

2.2.1 Student exchange analysis

Strengths:	Weaknesses:
- Increasing technical knowledge and skills - Networking opportunities - Personal independence - Culture exchanges	- Most students have challenge to high expenses for travel, accommodation and living - Language barriers - Academic credit Issues
Opportunities: - Improving languages - Learning more technologies and skills - Increased Institutional Partnerships - Collaboration on international research projects - Job opportunities	Threats: - Health and safety concerns - Host country may disrupt war (such as currently the situation in Israel) - Visa and immigration issues

2.2.2 Staff exchange analysis

Strengths:	Weaknesses:
- Enhancing skills, knowledge and expertise - Networking opportunities - Culture exchanges	- Expenses for travel, accommodation and other logistics - Disruption to work - Language barriers
Opportunities: - Learning more technologies and skills - Language improvement	Threats: - Conflicts due to differing organizational structures, roles or expectations - Health and safety concerns

- Collaboration on international research projects	

2.2.3 Student internship analysis

Strengths:	Weaknesses:
- Students have more experience for their practice. - Increase of technical knowledge and skills - Networking opportunities - Personal independence	- Internships are typically short-term, which may not provide enough time for them to practise. - Required time and resources for training, supervision, and evaluation.
Opportunities: - Promotion of the university - Collaboration with other universities and private sectors	Threats: - Economic downturns may lead to reduced funding - Compliance with labor laws regarding internships - Poorly managed internship programs can lead to negative experiences for interns

2.2.4 Research collaboration analysis

Strengths:	Weaknesses:
- Bringing together researchers with varied expertise, enhancing the quality and breadth of research. - Sharing resources such as funding, equipment and facilities. - Increased innovation - Networking opportunities	- Coordination challenges - Conflicting interests - Intellectual property issues - Dependence on partners
Opportunities: - Funding opportunities - Advances in technology facilitate international partnerships - Capacity building for student and faculty	Threats: - Competition for resources - Regulatory challenges - Technological barriers

3. Strategic Objectives

Objective	Description	Short-Term	Long-Term
1.Increase International Partnerships	- Identify institutions aligned with RUA's mission and values for potential collaboration.	- Number of MOUs signed.	- Increase new international partnerships.
	- Expand RUA's international network and enrich academic offerings through shared resources.	- Set up a feedback system to monitor KPIs related to internationalization efforts.	- Increase the number of active MOUs.
2. Enhance International Learning and Internship Exchange Programs	- Integrate international learning or internship components into academic programs.	- Number of staff participating in exchange programs.	- Strengthen RUA's international reputation.
	- Encourage staff and students to participate in international exchange programs.	- Number of students participating in exchange programs.	- Improve international competencies.
	- Expand opportunities for international collaborations.	- Create a feedback system to monitor and evaluate the outcomes of exchange programs.	- Strengthen job opportunities for students.
3. Strengthen International Research Collaborations	- Establish new international research partnerships in key areas such as agriculture, food science, natural resource management, and climate change.	- Number of collaborative research agreements with international universities.	- Enhance RUA's global research standards and presence.
	- Utilize faculty networks and international	- Number of international research projects, staff, and	- Facilitate diverse research collaborations.

	conferences to identify partners.	students involved in research.	
	- Enhance RUA's research profile and global knowledge exchange.	- Number of publications.	- Promote knowledge and technology transfer.
		- Host international research symposia or conferences.	- Support RUA's strategic goal of enhancing research capabilities and outputs.
4. Develop Global Competencies through Curriculum Enhancement	- Integrate international and intercultural perspectives into academic programs.	- Review and revise curricula to include international case studies and global perspectives.	- Create globally recognized degree programs.
	- Foster global awareness and cross-cultural communication among students and staff.	- Organize workshops or guest lectures by international faculty.	- Embed global competency as a core graduate attribute for RUA students.
5. Strengthen Institutional Capacity for Internationalization	- Build internal capabilities to sustain and manage internationalization efforts.	- Provide training for IRO staff and faculty.	- Establish RUA as a regional leader in internationalization.
		- Develop tools and systems to streamline international activities.	- Ensure sustainability of internationalization initiatives through policy integration and resource allocation.

4. Implementation Plan

Objective	Activity	Expected Results	Time				Responsibility
			Q1	Q2	Q3	Q4	

1.Increase International Partnerships	Identify institutions aligned with RUA's mission and values for potential collaboration.	10 MOU/year	x	x	x	x	-IRO -Faculty
	Expand RUA's international network and enrich academic offerings through shared resources.	One feedback system to monitor KPIs related to internationalization efforts.		x	x	x	-IRO -Faculty -IQA
2. Enhance International Learning and Internship Exchange Programs	Integrate international learning or internship components into academic programs.	10 staff participating in exchange programs/year		x	x	x	-IRO -Faculty
	Encourage staff and students to participate in international exchange programs.	200 students participating in exchange programs/year	x	x	x	x	-IRO -Faculty
	Expand opportunities for international collaborations.	One feedback system to monitor and evaluate the outcomes of exchange programs.		x	x	x	-IRO -Faculty -IQA
3. Strengthen International Research Collaborations	Establish new international research partnerships in key areas such as agriculture, food science, natural resource	10 research agreements with international universities	x	x	x	x	-IRO -Faculty -Division of research and Innovation

	management, and climate change.						
	Utilize faculty networks and international conferences to identify partners.	10 international research projects, staff, and students involved in research	x	x	x	x	-IRO -Faculty -Division of research and Innovation
	Enhance RUA's research profile and global knowledge exchange.	5 publications/year			x	x	-IRO -Faculty -Division of research and Innovation
		Host one international research symposium or conference/year				x	-IRO -Faculty -Division of research and Innovation
4. Develop Global Competencies through Curriculum Enhancement	Integrate international and intercultural perspectives into academic programs.	Review and revise curricula to include international case studies and global perspectives.			x	x	-IRO -Faculty -Division of Academic and Student Affairs
	Foster global awareness and cross-cultural communication among students and staff.	Organize workshops or guest lectures by international faculty.		x	x	x	-IRO -Faculty
5. Strengthen Institutional Capacity for Internationalization	Build internal capabilities to sustain and manage internationalization efforts.	Two one-week training courses for IRO staff and faculty.		x	x	x	-IRO -Faculty

		Develop tools and systems to streamline international activities.		x	x	x	-IRO -Faculty -Division of research and Innovation

5. Resources and Support

Objective	Description	Estimated Budget (USD)		Sources of Funding
		Short-Term	**Long-Term**	
1. Increase International Partnerships	Expand partnerships and sign new MOUs to build international networks.	15,000	50,000	- Government funding (Ministry of Agriculture Forestry and Fisheries). - International grants (e.g., Erasmus+, Asia-Europe Foundation). - Private sector partnerships.
2. Enhance International Learning and Internship Exchange Programs	Create exchange programs for staff and students to improve global exposure.	25,000	75,000	- Erasmus+ funding for mobility programs. - University partnerships for co-funding. - Private donations and sponsorships.
3. Strengthen International Research Collaborations	Build partnerships for research in agriculture, food science, and climate change.	30,000	100,000	- Research grants (USAID, ASEAN Science and Technology Fund). - Private sector partnerships. - National and international agencies (FAO, ADB, other development partners).
4. Develop Global Competencies through Curriculum Enhancement	Integrate global perspectives into curricula and offer internationally	20,000	60,000	- International curriculum grants (e.g., World Bank). - Development funds from partner universities.

	recognized programs.			- Private foundations supporting education. - Government funding (Ministry of Agriculture Forestry and Fisheries).
5. Strengthen Institutional Capacity for Internationalization	Train staff and build tools to manage internationalization efforts sustainably.	10,000	40,000	- Capacity-building grants (SEARCA, DAAD, HEIP). - Government budget allocations. - Industry and corporate sponsorships.
Total Budget Estimate		**$100,000**	**$325,000**	

Potential sources of funding:

1. **Government Sources:** Ministry of Education, Youth, and Sport (Higher Education Improvement Project called HEIP); National budget allocations through Ministry of Agriculture Forestry and Fisheries.

2. **International Grants and Programs:** Erasmus+, Asia-Europe Foundation, DAAD, SEARCA.

3. **Private Sector Partnerships:** Corporate sponsorships, agribusiness companies, and donor organizations.

4. **Development Agencies and NGOs:** USAID, FAO, ADB, World Bank.

5. **University Collaborations:** Joint funding programs with partner universities abroad.

Human resources and administrative support

Objective	Description	Responsibility
1. Increase International Partnerships	Expand partnerships and sign new MOUs to build international networks.	-IRO -Faculty -IQA
2. Enhance International Learning and Internship Exchange Programs	Create exchange programs for staff and students to improve global exposure.	-IRO -Faculty -IQA

3. Strengthen International Research Collaborations	Build partnerships for research in agriculture, food science, and climate change.	-IRO -Faculty -Division of Research and Innovation
4. Develop Global Competencies through Curriculum Enhancement	Integrate global perspectives into curricula and offer internationally recognized programs.	-IRO -Faculty -Division of Academic and Student Affairs
5. Strengthen Institutional Capacity for Internationalization	Train staff and build tools to manage internationalization efforts sustainably.	-IRO -Faculty -Division of research and Innovation

6. Monitoring and Evaluation/ Continuous Improvement

In order to increase the efficiency, accountability, transparency and efficiency of the implementation of the strategy, it is necessary to have a monitoring and evaluation program. Regular monitoring is the mechanism for evaluating the quality and effectiveness of the implementation of the strategy at all levels (department, faculty and university).

a) Monitoring

Monitoring is done regularly through monthly, quarterly, semi-annual and annual meetings. The purposes of monitoring are to collect, record and analyse data in order to obtain regular data on the progress of the implementation of the plan. The university will implement a regular monitoring program through monthly, quarterly, semi-annual and annual performance monitoring meetings at department, faculty and university levels. Monitoring will lead to improvements in inputs and adjustments to the work processes and activities. Feedback collection will also be done by Google Forms.

b) Evaluation

The evaluation aims to determine the effectiveness, impact, sustainability and relevance of the university's objectives. Re-evaluation of all data obtained from progress reports, audit reports and other relevant information aims to assess all risks that hinder the achievement of the objectives of the plan and to use this information to improve the plan in the next phase. There are three types of evaluation: annual review, mid-strategy, and final strategy evaluation are conducted on a regular or periodic basis.

7.   Communication and Dissemination

Co-works	Hosting Events	Multimedia
- Academic exchanges - Research projects - Publications	- Conferences - Seminars - Lectures - Meeting	- Website - Facebook page - Email - Other media

8.   Risk Management

Potential Risks	Mitigation Strategies	Contingency Plans
Expenses for travel, accommodation and other logistics	- Offer scholarships for student or staff exchanges - Organize group travel and accommodation - Negotiate with host partners or universities for discounts - Fundraising for student and staff exchanges	- Establish a contingency fund for student and staff exchanges - Allocate extra funds (15%-50%)
Language barriers	- Training the English language to students and staff - Encourage students and staff to study English	- Evaluate or test the English proficiency - Establish the major program in English. - Negotiate with host partners or universities for English training at oversea for one or two semesters.
Technological barriers	- Develop curriculum according to national and international standards. - Establish the short course training or workshop with oversea partners.	- Negotiate with host partners or universities for English training at oversea for one or two semesters. - Send students and staff to study abroad

9. Sustainability

Sustainability for internationalization at the Royal University of Agriculture refers to the practice of integrating sustainability principles into a university's internationalization efforts, aiming to minimize the environmental impact of student and staff mobility while maximizing the global learning opportunities and positive social impact through international collaborations and research projects.

9.1 Long-term Impact

RUA enhances academic quality and research innovation in setting up a 10-year strategy. The international collaboration fosters a diversity of thought and approaches, leading to innovative research and academic programs. Internationalization encourages the development of curricula that reflect global perspectives, preparing students for future challenges. International partnerships allow RUA to share best practices in sustainability.

9.2 Ethical Practices

RUA provides training or workshop for faculty and students to foster understanding and respect for different cultures, traditions and perspectives. It establishes partnerships based on mutual benefit rather than exploitative relationships, ensuring that both institutions gain from the collaboration.

9.3 Community Engagement

RUA may serve as bridges between local communities and global issues, fostering engagement through service-learning projects that address social challenges. Research from international collaborations may significantly impact public policy across local, national, and global scales, solidifying the university's reputation as a thought leader.

9.4 Resource Management

RUA engages in international partnerships to access broader research networks, funding opportunities, and resources, leading to increased academic prestige and output. International students contribute to RUA's budget through tuition fees and related spending. Collaborations with international companies may lead RUA to innovative programs that enhance workforce development and contribute to university resources. It ensures that international programs are accessible to all students, regardless of their socioeconomic background. This includes providing scholarships, financial aid, and support services.

9.5 Reputation

Engaging in internationalization can enhance RUA's reputation and position in global rankings, attracting highly qualified faculty members and students. Maintaining the quality of academic programs and research projects, providing services as well as transparent collaborations with international partners will foster the reputation of RUA to all partners.

10. Appendices

10.1 List of partners

No.	Organisations	Country	MOU starting year	Student exchange	Staff exchange	Information exchange	Research project
1	isVIT Co., Ltd.	Japan	2024			x	x
2	Zhejiang A&F University	China	2024	x	x	x	x
3	Kansas State University	USA	2025	x	x	x	x

10.2 Templates of MOU

MEMORANDUM OF UNDERSTANDING

between

Royal University of Agriculture, Phnom Penh, Kingdom Cambodia

and

[Name of Organisation], [City], [Country]

In accordance with a mutual desire to promote activities between our two institutions, the Royal University of Agriculture and [Name of University], agree to the following statement of intent on cultural, educational and research cooperation.

Cooperation and development of activities may extend to any fields and subjects in which the two institutions may identify shared interests. Cooperation in specific areas may be designated by mutual consent and incorporated into specific additional agreements upon signature by the appropriate institution and other authorities.

The two institutions agree to the following general areas of interest and cooperation:

1. The exchange of scholars and scientists to conduct research of mutual interest.

2. The exchange of professors for lectures and short-term visits.

3. Invitations to scholars for participation in conferences, symposia and instruction.

4. Exchange of information, academic materials and publications in fields of mutual interest.

5. Facilitating the mobility of students, through exchange and visits, between the two universities.

Both parties agree that all financial arrangements necessary to implement this Memorandum of Understanding or any subsequent agreement must be negotiated according to the regulations of each institution and depend on the availability of funds. Both parties recognize that this Memorandum of Understanding establishes a foundation of mutual understanding and interest and does not in itself entail any financial obligations for either institution.

If both institutions elect to enter into a Research Collaboration, the parties shall discuss in good faith the terms and conditions of such an agreement and shall endeavor to reach a mutually acceptable set of terms and conditions to govern such Research Collaboration, including terms and conditions related to funding, scope and intellectual property created during the course of such research.

This document is in no way intended to create legal or binding obligations on either party. It serves only as a record of the parties' current intentions to enhance the relationship of the institutions going forward.

Before any of the activities set out in this Memorandum of Understanding are implemented, the institutions must enter into agreement(s) (separate from this Memorandum of Understanding) with each other which will detail the specific form and content of the activities and address the responsibilities and rights of each Institution in relation to those activities. The institutions agree to negotiate the terms of any such agreement/(s) in good faith and for the purposes of enhancing the relationship of the institutions.

For future communications, both institutions assigned focal person:

Royal University of Agriculture   **[Name of University]**

Name: *Mr. PINN THIRA*   *Name:*   *[Focal Person's Name]*

Position: *Head of International Relation Office*   *Position:*   *[Focal Person's Position]*

Email: *pinnthira@rua.edu.kh /*   *Email:*   *[Focal Person's Email]*
         info@rua.edu.kh

Royal University of Agriculture   **[Name of Organisation]**

_____   _____

Assoc. Prof. Dr. Huon Thavrak, Vice Rector   [Name], Position

Date:…………………………………   Date:…………………………………

10.3 Contact information

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