

Royal Thimphu College

Inspiring Education in Bhutan

STRATEGIC PLAN 2022 - 2026





“...we will
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and further
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NOTE FROM THE FOUNDING DIRECTOR

It is with great pride and optimism that I present the Royal Thimphu College Strategic Plan for 2022-2026. Since its founding in 2009, RTC has been committed to providing a high-quality education to students in Bhutan, and this present plan serves as a roadmap for our continued success.

The hope has always been to serve our students, their families, and the nation by introducing valuable innovations into the nation's higher education system. We are grateful for the hard work and dedication of the RTC community, which enabled us to achieve a national accreditation rating of A+ in 2016. Since then, the College has continued to be nimble, learn, and innovate to stay relevant in supporting the nation in addressing its developmental goals. New challenges, new realities, and indeed “new normals” have disrupted higher education not only in Bhutan but globally. The College's resilience and dynamism have been put to the test through the global pandemic, the national call to transform education in Bhutan expressed in His Majesty's 113th National Day address and Royal Kasho, and emerging opportunities and challenges brought about by advances in technology. Changing times call for continuous adaptation.

The College's Vision, Mission, and Values have always guided our work, and this strategic plan builds upon those principles to ensure that we are a College of choice for students and faculty, a diverse and inclusive community, and an institution that contributes to the social and economic development of Bhutan. With four strategic themes, twenty objectives, and ambitious targets, this plan outlines our goals and initiatives for the next several years.

I am confident that with this strategic plan, we will continue to build on our successes and further enhance our institutional effectiveness and educational quality. I look forward to working together with our faculty, staff, students, and stakeholders to achieve these goals and continue to inspire education in Bhutan.

Tenzing Yonten



MISSION

- Contribute to educational excellence in Bhutan through an internationalised learning environment.
- Foster students' personal and intellectual development, enabling them to lead purposeful lives and engage in fulfilling work.
- Create an institutional culture that helps individuals learn and grow while empowering them to deliver quality services to all stakeholders.
- Stimulate new ideas, knowledge, and practices that serve to enrich people's lives and enhance the welfare of society.



VISION

An institution of academic excellence that challenges students to achieve their full potential and to become independent, lifelong learners and well-rounded, responsible citizens.



CORE VALUES

Excellence - We value a culture of professional and academic excellence, taking responsibility for our performance and accountability for our actions. We imbue a sense of ownership and commitment to our roles in the RTC community.

Integrity - We value integrity in all our conduct, and we act with honesty and honour.

Respect - We value respect for oneself and others, sustaining a safe and healthy environment that fosters dignity and personal responsibility, and embracing diversity and openness towards multiple perspectives.

Continuous learning - We value a spirit of continuous learning, improvement, and innovation with a growth mindset.



STRATEGIC THEMES AND RESULTS

CULTURE OF EXCELLENCE

College of students' first choice



CULTURE OF DIVERSITY

College of diversity in perspectives, opportunities and people



CULTURE OF COMMUNITY

College with strong community spirit, team spirit, ownership, and satisfaction



IMPACTFUL GROWTH

College of greater societal impact



The Royal Thimphu College Strategic Plan 2022-2026 has been developed following a Balanced Scorecard approach and is structured around four Themes: Culture of Excellence, Culture of Diversity, Culture of Community, and Impactful Growth. Each Theme has a Strategic Result and several Objectives that are aimed at fulfilling our Mission and Vision. Detailed Measures, Targets, and Initiatives have also been developed, and are dynamically re-formulated to adapt to ever-changing circumstances.

The Culture of Excellence theme is focused on making RTC the college of choice for students. This is achieved through a series of objectives including improving student satisfaction, enhancing faculty performance, and ensuring financial sustainability. We will also prioritize the improvement of cost and operational efficiency while enhancing the teaching and learning environment, physical infrastructure, digital technology, and professional capacity.

The Culture of Diversity theme is aimed at promoting diversity in perspectives, opportunities, and people at RTC. To achieve this, we will enhance the internationalization of our campus, strengthen strategic partnerships, and attract quality students.

The Culture of Community theme is focused on building a strong sense of community, team spirit, ownership, and satisfaction among our faculty and staff. We will foster employee motivation and belongingness, build community vitality, and strengthen our organisational culture.

Finally, the Impactful Growth theme aims to increase RTC's societal impact by expanding academic offerings, increasing societal engagement, and increasing research outputs and funding. As an institution committed to the betterment of society, we believe that these objectives are crucial in fulfilling our mission.



THEME: CULTURE OF EXCELLENCE

Strategic Result: College of students' first choice

Objective 1: Improve student satisfaction

Students are at the centre of the college experience at RTC, and the quality of their journey from enrolment through graduation and beyond is paramount. Students should be highly satisfied with the academic offerings, the quality of the teaching and learning environment, resources and support services, and campus life.

Objective 2: Improve student outcomes

We aim to equip our graduates with the necessary skills to become well-rounded citizens who can actively contribute to nation-building. To achieve this, we will provide opportunities for students to participate at the national level in various areas. Additionally, we will provide essential skill-building opportunities to ensure their success in standard exams and in meeting other job entry expectations. Through various pathways, we will support our students in obtaining meaningful career opportunities, including further studies or employment abroad, to enhance their future prospects.

Objective 3: Enhance faculty performance

In order to equip our graduates to lead meaningful lives and make positive contributions to society, RTC requires a team of highly competent faculty members. To achieve this, the College will implement a comprehensive performance monitoring system with appropriate standards and a performance index to monitor, evaluate, and encourage quality teaching, innovative practices, student engagement, leadership, and more. The system will incorporate self, peer, and management inputs and reviews as part of a continuous improvement cycle to promote high performance among faculty members.

Objective 4: Ensure financial sustainability

To achieve its strategic plans, the College needs to manage its finances effectively and ensure the proper use of its resources while securing its long-term financial sustainability. The College will closely monitor revenue growth from two main categories: core educational services sustained through tuition revenue, and non-core products and services that support fundraising for scholarships and strategic initiatives. Strategies will include diversifying revenue sources, leveraging existing assets for their earning potential, and securing more funds from research grants and donations. Progress will be tracked through measures such as the Tuition Discount Rate achieved, scholarships and grants received, Net Tuition Dependency Ratio, and Interest Cover Ratio.



Objective 5: Improve cost efficiency

With its operations robustly established and its major structures and processes largely institutionalized, the College aims to optimize its operations and minimize waste through efficient capital works execution, streamlined administrative processes, and improved energy efficiency. Overhead expenses should decrease over the next three-to-five years. The College will establish a project-based work culture, simplify its employee directory, and review and optimize its service delivery processes to achieve this objective.

Objective 6: Improve operational efficiency

RTC's success hinges on effectively using its resources and capabilities. Our processes and practices should enable staff members to perform at their best. Efficiency, effectiveness, timeliness, and consistency will be prioritized in all activities and initiatives. Service delivery across departments and offices should be highly satisfactory, with adherence to Standard Operating Procedures, minimal time and effort wasted, and improved planning, coordination, and execution without last-minute urgency. To achieve this, we will document major processes, develop service delivery standards, and incorporate them into updated or new SOPs. Additionally, digital tools will be more extensively integrated into our work processes to streamline operations and enhance coordination.

Objective 7: Enhance the teaching and learning environment

To create a culture of excellence in academics, it is essential to provide a conducive teaching and learning environment. The College will ensure access to quality online and physical learning materials and resources for students and faculty alike. Digital technology will be integrated as a primary medium for facilitating teaching and learning on campus, and all courses will be maintained on the Virtual Learning Environment, with full readiness to switch to online mode when necessary.

Objective 8: Enhance physical infrastructure

To maintain its position as the top choice for students, RTC must ensure that its campus provides a conducive environment for quality education and research by improving its physical infrastructure and space utilization. This involves creating new spaces, such as housing, sports facilities, incubation, and meeting spaces, and completing new capital projects within a set timeframe, as well as instituting new technologies and systems. The College will conduct regular needs assessments and reviews of existing spaces to ensure optimal space utilization. A tracking mechanism for events per space or space use ratio will be established to inform decisions on reorganization.

Objective 9: Enhance digital technology

The College recognizes the importance of digitalization and will make it a core strategy. This includes integrating digital technology into teaching and learning, as well as digitizing all operations for efficient and timely service delivery, and data-driven decision-making. The College will aim to maintain a ratio of internet bandwidth-to-users that is within the top 10% among educational institutions in Bhutan, and will allocate adequate budget for new IT hardware based on maintaining at least the current standards and keeping up with evolving IT needs.

Objective 10: Improve professional capacity

RTC is committed to supporting the growth and development of its staff members, with a particular focus on early-career staff and those in management and leadership roles. The College will offer a wide range of professional development opportunities, including training, certification programmes, research and consultancy projects, and more. To ensure that our staff members receive the support they need, we will regularly survey faculty and non-teaching staff to determine their professional qualifications, certification goals, and interest in research and consultancy projects. This information will inform the development and implementation of professional development activities to enhance staff members' professional capacity and support them in their roles.

Objective 11: Improve recruitment and retention of quality staff and faculty

To attract the most desirable candidates, the College will strive to better match candidate backgrounds and qualifications with the job requirements, regularly evaluating the performance and effectiveness of the hiring strategies and processes. The College will retain good employees by developing policies on pay-for-performance, workload management for faculty, and initiating career development workshops and training programmes. In addition, the College will explore the possibility of hiring specialist faculty through sponsored projects such as Fulbright. RTC will maintain a diverse mix of faculty from Bhutan and abroad. To encourage applicants with diverse backgrounds and experiences to join teaching positions, separate criteria and incentives will be developed. The College will also develop a new employee onboarding programme to ensure successful integration, and regularly evaluate its effectiveness.



THEME: CULTURE OF DIVERSITY

Strategic Result: College of diversity in perspectives, opportunities, people

Objective 12: Enhance internationalization of campus

To further enhance its competitiveness and promote a diverse campus environment, RTC will prioritize Internationalization as a core strategy. This will involve initiatives such as recruiting international students and hiring qualified international faculty, while also expanding opportunities for students, faculty, and staff to participate in international exchange programmes. Additionally, RTC faculty members will have opportunities to teach and facilitate courses at other international higher education institutions, and the College will seek to foster research and scholarly collaborations with various international partners. Through these efforts, RTC will create a truly global learning community that is inclusive and supportive of diverse perspectives, opportunities, and people.

Objective 13: Strengthen strategic partnerships

The College will actively seek to build and maintain meaningful partnerships with relevant agencies and expand RTC's growing international network. Initiatives will include reaching out to school counsellors during school fairs and visits to raise awareness of RTC programmes, as well as establishing formal agreements with select universities abroad. Locally, RTC will identify agencies that can provide services needed by the College and establish mutually beneficial agreements, collaborate with local schools to create awareness of RTC programmes among high school students and work with other local colleges to achieve common goals. These efforts will enable RTC to build stronger connections with partners and maximize the benefits of these partnerships.

Objective 14: Attract higher-quality students

The College aims to attract higher-quality students to create a diverse student body that fosters the exchange of new ideas, information, and knowledge through various platforms, including in the classrooms. To achieve this objective, the College will increase the number of scholarship slots and identify new scholarship partners from within and outside the country. Additionally, the College will undertake promotional activities to reach potential students and parents and implement other related initiatives. The recruitment of academically high-performing students will be a priority to enable a vibrant campus where such students serve as mentors, guides, and role models for their peers.



THEME: CULTURE OF COMMUNITY

Strategic Result: College with strong community spirit, team spirit, ownership, satisfaction

Objective 15: Foster employee motivation and belongingness

At RTC, our employees are the foundation of our success, and it is our responsibility to ensure that they remain motivated and feel a deep sense of belonging and ownership. To achieve this, we will regularly gather input from our employees to gauge their satisfaction with their working environment, including opportunities for professional growth, a sense of accomplishment, interactions with management, and our principle of stimulating and rewarding strong performance. With this information, we will implement initiatives to support our staff and create a culture of continuous learning and improvement. Our ultimate goal is to cultivate a team of highly motivated professionals who feel a strong sense of ownership and pride in their work at RTC.

Objective 16: Build community vitality

A strong community spirit is vital for an institution to build good interpersonal relationships and shared values. To achieve this, the College will gather input widely through focus groups and surveys to implement the ideal activities to strengthen community cohesion. These activities should increase the number of recreational, active, and healthy engagements on campus while promoting healthy behaviours and lifestyles. To encourage student engagement, the College will institute more inclusive, creative, and fun activities for students to participate in. SOPs will be developed for handling various incidents (such as substance abuse, fights, and bullying), and appropriate awareness and support programmes will be instituted. The ultimate aim is to build a strong community spirit that fosters good interpersonal relationships and shared values, creating a sense of ownership and satisfaction among all community members.

Objective 17: Strengthen organizational culture

The shared beliefs and values of the founders and senior management form the basis of the organisational culture for the College, known as the 'RTC Way'. To strengthen this organisational culture, the College will define and develop the RTC Way through focus group discussions and integrate it into systems such as employee orientation and goal setting. Employee-supervisor interactions and mentoring and coaching programmes will ensure that the RTC Way is organically ingrained among all employees. An annual survey will assess the success of these measures, including employee satisfaction with their mentoring and coaching.



THEME: IMPACTFUL GROWTH

Strategic Result: College of greater societal impact

Objective 18: Expand academic offerings

The College should offer relevant and accessible programs of study that meet market demand in both national and international contexts. To achieve this objective, the College will implement measures and initiatives such as: developing new, innovative courses at different levels, regularly reviewing existing programs, exploring the potential of offering online courses through global platforms, collaborating with international higher education institutions to offer dual degree and joint international programs, and designing structured internship programs for students to work with top organizations in the country and abroad.

Objective 19: Increase societal engagement

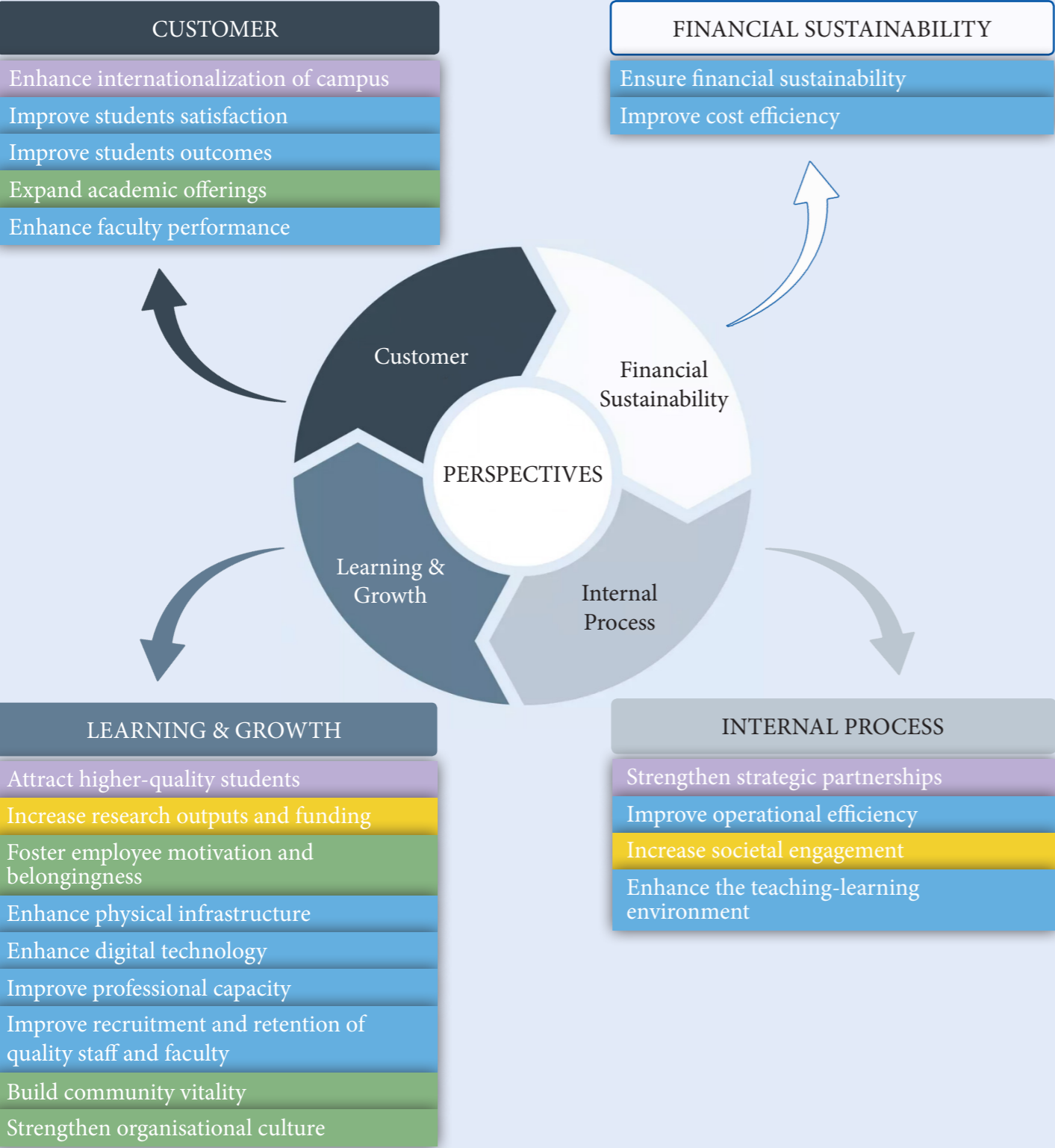
To strengthen RTC's connections with the wider community and increase its impact, the College will enhance its alumni network and organize research conferences, seminars, and community events, enabling more participation and interaction among employees, students, and the wider community. This includes blood donation drives, guest lectures, spiritual and mental health retreats, and partnering with social service agencies. Additionally, the College will promote its facilities, and initiate consultancy projects with attractive earning opportunities for employees.

Objective 20: Increase research outputs and funding

To enhance RTC's role as a leading academic institution in research and development, this objective aims to increase research outputs and funding. To achieve this, the College shall take measures such as generating more grant proposals, developing institutional policies and provisions to support research, and conducting regular research methods workshops. Additionally, RTC will facilitate and strengthen research-related activities, including reading groups, and improve compensation packages for research work. These initiatives will create an environment that encourages and supports high-quality research.

RTC STRATEGY MAP

Strategic Themes	Culture of Excellence	Culture of Diversity	Culture of Community	Impactful Growth
Strategic Results	College of students' first choice	College of diversity in perspectives, opportunities, and people	College with strong community spirit, team spirit, ownership, and satisfaction	College of greater societal impact





**ROYAL THIMPHU
COLLEGE**

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