Royal University of Bhutan

Reaching New Heights

Royal University of Bhutan

Annual Report
2018 - 2019

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Acronyms

RUB	Royal University of Bhutan
OVC	Office of Vice Chancellor
CNR	College of Natural Resources
CST	College of Science and Technology
GCBS	Gedu College of Business Studies
CLCS	College of Language and Culture Studies
JNEC	Jigme Namgyel Engineering College
PCE	Paro College of Education
SC	Sherubtse College
SCE	Samtse College of Education
FTM	Faculty of Traditional Medicine
GCIT	Gyalpozhing College f Information and Technology
YCC	Yonphula Centenary College
RTC	Royal Thimphu College
GOI-PTA	Government of India-Project-Tied Assistance
QA	Quality Assurance
CULT	Centre for University Learning and Teaching
ACDAA	Annual Conference of Deans of Academic Affairs
GDN	Global Development Network
FYP	Five Year Plan
CAC	CULT Advisory Committee
SSLP	Sherubtse Student Leadership Programme
HRRR	Human Resource Rules and Regulations
iGNHAS	Institute for GNH Studies
AURG	Annual University Research Grant
APA	Annual Performance Agreement
PD	Professional Development
IWP	Individual Work Plan
NRM	Natural Resource Management
RDC	Research Degree Committee

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The Highlight

1.1 His Majesty the King graced the 14th Convocation of the Royal University of Bhutan held on 4th May, and addressed the 2300 graduates

A Translation of His Majesty's Address to the Graduates

I am very happy to be here with all of you today to celebrate the 14th Convocation of the Royal University of Bhutan.

As always, I will begin by reflecting on our past. Knowledge of our past is important, as it helps us to understand where we are today as a nation and perhaps also develop a sense as to where we may be headed as we look to the future.

It is well known that our forefathers, under the leadership of successive Monarchs, have worked tirelessly through the generations to bequeath to us a strong and successful nation. When I reflect on our achievements, it is evident that our success as a nation can be attributed mainly to the wisdom, foresight and courage of our forefathers to always take the right decision

Knowledge of our past is important, as it helps us to understand where we are today as a nation and perhaps also develop a sense as to where we may be headed as we look to the future.

at the right time.

For example, when the global development agenda was focused largely on enhancing material wellbeing, measured solely by Gross Domestic Product (GDP), Bhutan introduced the novel concept of Gross National Happiness (GNH), a holistic perspective that looked beyond the narrow confines of economic growth and material development.

> *Further, in a period when economic development and modernization were perceived as being synonymous with westernization, our country placed immense value on the preservation and promotion of traditional culture and values.*

Similarly, in the 1960s, when the global ecological movement was still in its infancy and the natural environment was viewed largely as an extractive commercial resource, our country recognized the importance of the natural environment for its intrinsic worth and as a precious resource to be sustained for our future generations.

Further, in a period when economic development and modernization were perceived as being synonymous with westernization, our country placed immense value on the preservation and promotion of traditional culture and values. For a small, landlocked country, located between two large countries, our culture and traditions have provided the basis for our national identity and thus bolstered our security and sovereignty.

Our pursuit of balanced and equitable socio-economic development brought about immense prosperity for our people. For example, enlightened economic policies ensured that benefits from valuable national resources such as hydropower was neither captured by a narrow economic elite nor influential foreign investors. Instead, it was judiciously developed by the state to strengthen our economy and benefit the nation and people at large.

Similarly, when Bhutan opened to foreign tourists in the 1970s, our leadership resisted the temptations to harness a quick fortune from mass tourism and instead was prescient to formulate a visionary policy of High Value - Low Volume tourism. The wisdom of our tourism policy has led to the emergence of a strong Brand Bhutan– an exclusive destination.

The wise and timely decisions of the past have strengthened our security and sovereignty and enabled us to build a peaceful and unified nation, where our people, despite religious, ethnic and linguistic diversity, live harmoniously like members of one family.

The policy of pursuing balanced and equitable socio-economic development has brought peace, progress, and prosperity that enabled the successful transition into a democracy about eleven years ago.

Today, as we inherit a strong and secure nation, the sacred responsibility of nation building has been bestowed upon the people of our generation including me as your King.

At this critical juncture, it would be important to reflect on and understand the timeless values and intuitive attributes of our ancestors that enabled them to achieve phenomenal success.

Firstly, it is the values emanating from Tha Damtsi, the sublime trust and bond among the unique concept of the Tsa Wa Sum.

Secondly, it is Dremba, the innate sensibility of the Bhutanese, which has contributed greatly to our achievements as a nation.

Thirdly, it is the concept of Tendrel, which transcends our common understanding of auspiciousness to also include interdependence and collective efforts to meet our goals and aspirations.

Moving on to the future, I reflect, with some concern, the uncertain global environment arising from rapid population growth which is likely to exacerbate poverty, economic disparities, demographic shifts, wars and crises, diseases, natural disasters, etc.

On one hand, I feel we need to be more vigilant and work harder if we are to successfully navigate the complexities and overcome the vulnerabilities in an interdependent and globalized world.

On the other hand, I am highly optimistic and confident when I look towards the future with all the opportunities and prospects that modernization will bring for us.

As we know, Asia is in the midst of a historic transformation. Within the next 30 years, it is projected that Asia's share of global GDP will be more than half of the world's GDP, thus regaining the dominant position it once held. This will lead to an exponential increase in Asia's middle class and along with it, rising purchasing power, and as a result huge markets that will provide great opportunities

However, with our determination and drive to succeed, reinforced with hard work and responsibility, and inspired by the right values, I am confident that we can succeed as a nation.

for Bhutan.

We also hear about dramatic changes brought about by technological advancements, growth of e-commerce, expansion of social media and the immense power of search engines. It is estimated that in 2018 alone, consumers spent more than US $2.8 trillion in online sales, and a single social media platform like Facebook has 2.5 billion active users.

The question I have is, how are we able to leverage technology for education; job creation; good governance; effective, timely and efficient delivery of services to our people; private sector development and growth; and accountability and transparency? In addition, there are emerging new developments such as Artificial Intelligence, Quantum Computing, Blockchain, Machine Learning, Big Data, IOT (the Internet of Things), Virtual Reality and Augmented Reality.

These technologies excite me as they present opportunities for the future. Among the many countries in the world, those which prepare for this change and build the foundations to take advantage of such technological advancements will prosper and develop. Those which are not able to do so will invariably be left behind.

As a small country, unencumbered by the complexities faced by much larger countries, we can do things faster and better than others. Our institutions can be smart, flexible, responsive, dynamic and efficient. It is my aspiration that, when my son Jigme Namgyel grows up, and when his generation, which includes your children, come of age, they will be able to actualize their full potential and contribute to nation building.

Finally, I would like to share three messages to set us apart from other, larger countries. Given our realities, we cannot match other countries in terms of numbers and can easily be overwhelmed. Therefore, we cannot be content being able to do what others can. We must strive to achieve what others cannot, and be better than others at all times.

With that in mind, one of the key attributes that will set us apart from others is the value of integrity. We must be a nation of honest, reliable and trustworthy people. Secondly we need to focus on creativity- for what we lack in numbers we must make up in talent. Thirdly, we must emphasize quality in whatever we do so that we can strive for perfection.

When I think of the future, I cannot help but feel concerned because of the uncertainties inherent in an ever changing and complex world. However, with our determination and drive to succeed, reinforced with hard work and responsibility,

and inspired by the right values, I am confident that we can succeed as a nation.

I would like to share my happiness in meeting our young people, as you are the custodians of our future and there is nothing I enjoy doing more than being with you and celebrating your achievements with love and pride.

Tashi Delek.

His Majesty the King with the University Council Members, Presidents of the Colleges and OVC staff during the 14th RUB Convocation held on 24th May, 2019

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Achievements in the 11th Five Year Plan

The year 2018 marked the end of the 11th FYP and beginning of the 12th FYP. Therefore, it provides an opportunity to reflect on the achievement made during the 11th FYP and opportunities that lie ahead to further the development of University to serve the nation.

2.1 Reflection of 11th Five Year Plan (FYP)

The Royal University of Bhutan (RUB), during the last five years, has made a remarkable achievement with generous support from the Royal Government. Three programmes were identified namely (i) Enhancing access to tertiary education, (ii) Enhancing quality and relevance of tertiary education and (iii) Promoting research, innovation and enterprise.

2.1.1 Programme 1: Enhancing Access to Tertiary Education

The first programme was on enhancing access to tertiary education in the country. The University has increased its student number from 8411 in 2013 to about 9819 in 2019. The annual intake also increased from 3125 students in 2013 to 3725 in 2018. The details of increase in annual intake is given in the table below:

Sl. No	College	Annual Intake	
		2013	2018
1	College of Language and Culture Studies (CLCS)	412	455
2	College of Natural Resources (CNR)	201	224
3	College of Science and Technology (CST)	199	294
4	Jigme Namgyel Engineering College (JNEC)	317	343
5	Gedu College of Business Studies (GCBS)	521	654
6	Gyalpozhing College of Information Technology (GCIT)	NA	80
7	Paro College of Education (PCE)	453	488
8	Samtse College of Education (SCE)	374	515
9	Sherubtse College (SC)	648	550
10	Yongphula Centenary College (YCC)	NA	30
	Total	**3125**	**3633**

The increased student intake was facilitated by the generous support provided to RUB for development of infrastructure and facilities. During the 11th FYP, there was a total allocation of about Nu 749.86 million under GOI PTA projects. With the funding support, the University had expanded its infrastructure such as academic spaces, student service centres, student hostels and staff quarters. It helped the University to meet the need of increasing number of students and also to facilitate diverse need of teaching and learning especially the academic spaces and facilities. The University has seen dramatic improvement in the infrastructure and facilities in its Colleges.

In addition, two new collleges were established during the 11th FYP.

Gyalpozhing College of Information Technology (GCIT) is envisaged to consolidate all IT related programmes of RUB. The College started with the Bachelor of Computer Applications in July 2017 with an enrollment of 79 students.

Yonphula Centenary College (YCC) was planned to grow into a College offering mostly Postgraduates programme mainly to cater to the subject knowledge development of the in-service teacher of the Ministry of Education. The College launched the MA in English with 32 students in July 2017.

Construction of following buildings were completed:

1. Construction of 48 bedded hostel building at the YCC.

2. Construction of 96 bedded hostel building and two staff quarters of 6 units each at GCIT.

3. Construction of laboratory for Electronics and Communication Engineering programme and a lecture theatre for Jigme Namgyal Engineering College.

2.1.2 Programme 2: Enhancing quality and relevance of tertiary education

The second programme on enhancing the quality and relevance of tertiary education was primarily aimed at building a pool of academics with a higher level of academic qualification and diversifying academic programmes so as to develop diverse pool of graduates for the country. Towards this end, the five year plan aimed at developing human resources, developing new programmes of relevance and reviewing the existing programmes to ensure its relevancy as per the changing needs.

Although there was no dedicated funding support to develop human resources for RUB, the University explored scholarship opportunities and also managed from its operating expenditures to implement HRD plans, which is evident from the figure on the right hand side:

Funding Sources for HRD

Government funded 16%

College + Linkages 40%

Scholarships 43%

Self funding 1%
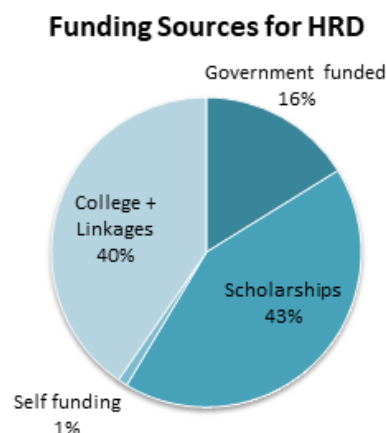
RUB has been able to increase the pool of qualified Bhutanese academics from 18 academics with PhD in 2013 to 33 in 2018, and 243 academics with Masters qualification in 2013 to 310 in 2018. All together, during the last five years RUB has been able to implement 29 PhDs and 109 masters programmes. The details of implementation by year is as given in the figure below:
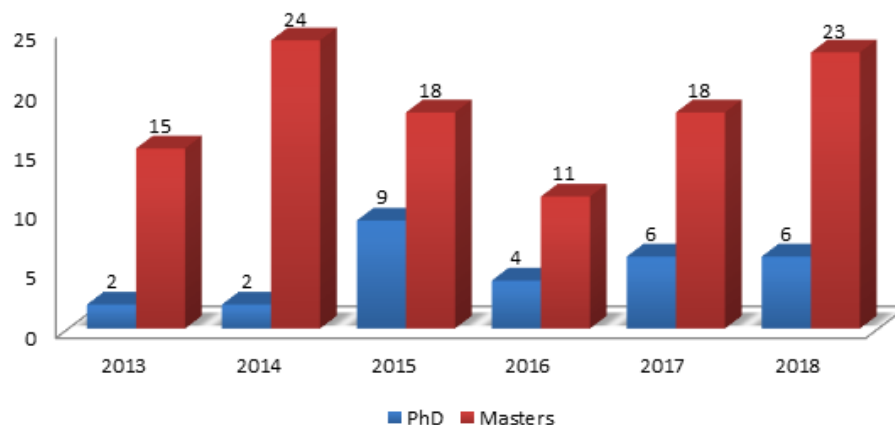
RUB has seen increase in qualified pool of academics as given in the figure below:
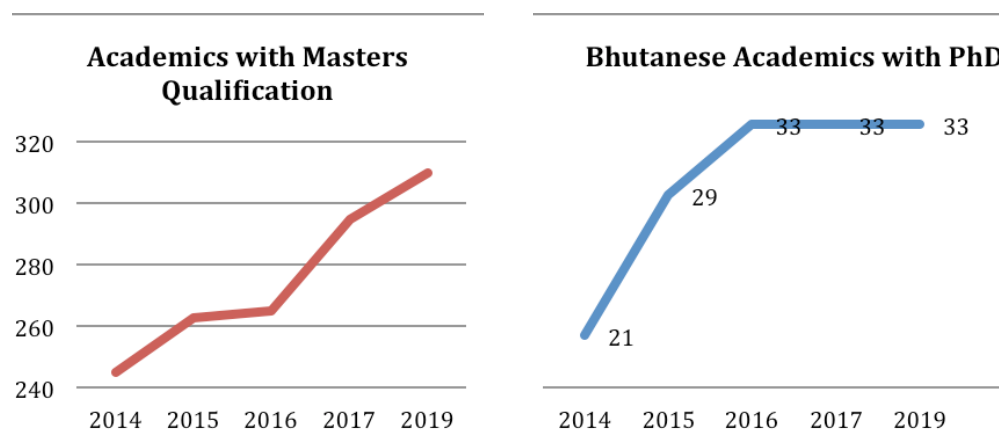
With the increase in the number of qualified academics, RUB has experienced increased number of academic programmes. A total of 18 new programmes were launched during the 11th Five Year period.

Details of the new programmes launched are mentioned in the table:

College	New Programmes	Year of Launch
CLCS		
CNR	Masters in Development Practice	2014
	BSc in Environment and Climate Studies	2015
	BSc in Food Science and Technology	2017
CST	Bachelor of Architecture	2014
	ME in Renewable Energy	2018
JNEC	Diploma in Surveying	2014
	BE in Power Engineering	2015
	Diploma in Materials and Procurement Management	2015
GCBS		
GCIT		
PCE	MEd in Dzongkha Education	2014
	Diploma in Physical Education and Sports Coaching	2015
	Diploma in Early Childhood Care and Development	2016
	Pg DE (Dzongkha) through Part-time	2018
SCE	Diploma in School Science Laboratory Management	2015
	MEd in Biology	2017
	MEd in Chemistry	2017
	MEd in Mathematics	2017
	MEd in Physics	2017
SC		
YCC	MA in English	2017

This has increased opportunities for students to undergo a wide range of options for their study. It was expected to increase diversity in terms of skills, knowledge and background among graduates to meet the diverse human resource need of the country.

As part of ensuring the relevance and quality of academic programmes, RUB has continued the periodic review of programmes as per its academic regulations. During the 11th FYP period, RUB had reviewed about 28 academic programmes on offer.

College	Programmes Reviewed	Year
CLCS		
CNR	BSc in Sustainable Development	2017
CST	BE in Electronics and Communication Engineering	2015
	BE in Information Technology	2016
	BE in Civil Engineering	2016
	BE in Electrical Engineering	2016
	ME in Renewable Energy	2018
JNEC	Diploma in Civil Engineering	2017
	Diploma in Electrical Engineering	2017
	Diploma in Mechanical Engineering	2017
	Diploma in Computer System and Network	2017
GCBS	Master of Business Administration	2017
	Bachelor of Business Administration	2017
	Bachelor of Commerce	2017
GCIT		
PCE	Pg DE (Dzongkha) through Part-time	2018
SCE		
SC	BA in Dzongkha	2014
	BSc in Life Science	2015
	BSc with Honours in Zoology	2015
	BSc with Honours in Botany	2015
	BA in History and Dzongkha	2015
	BA with Honours in History	2015
	BA in Political Science and Sociology	2015
	BA with Honours in Political Science	2015
	BA with Honours in Sociology	2015
	BA in Population and Development Studies	2016
	BSc in Physics	2016
	BSc in Mathematics	2016
	BSc in Chemistry	2016
	PgD in English	2017

2.1.3 Programme 3: Promoting Research, Innovation and Enterprise

Research has also picked up tremendously. The Colleges have established numerous research centers to enhance research capacity and support institutional linkages with industries both within and outside the country. The RUB has established seven research centers during the 11th FYP period as given in the table below:
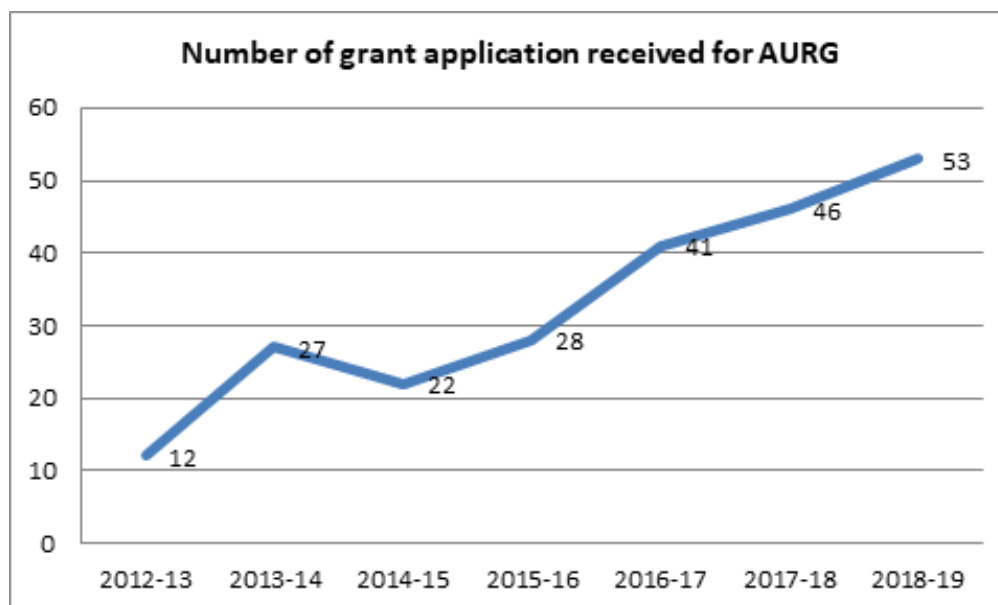
SI.	Research Centre	College	Year
1	Centre for Appropriate Technology (CAT)	JNEC	2014
2	Centre for Archaeology and Historical Research (CAHR)	SC	2016
3	Centre for Disaster Risk Reduction and Community Development Centre (CDRR&CDS)	CST	2016
4	Centre for Renewable and Sustainable Energy Development (CRSED)	CST	2016
5	Centre for Science & Environmental Research (CSER)	SC	2017
6	Centre for Environment and Climate Research (CECR)		
7	Centre for Lighting and Energy Efficiency (CLEE)	JNEC	2018

The number of research centres has grown to 14 as of 2018. These research centers have been instrumental in seeking research grants to help conduct research activities, develop capacity and publish research works. For instance, during the FY 2017-18, various research centers have facilitated a total of ninety seven events within and outside the country engaging 1036 academics and staffs to attend events, including, training on research methodologies, statistical analysis, research supervision, management, faculty-and-student meets, and international and national conferences.

In the same year, about 64 conferences and seminars were organized by the research centers both at national and international levels to help academics share the research findings, exchange knowledge and develop a network with various potential partners.

Applications for research grants to various agencies including the University level annual Research Grant (Annual University Research Grants - AURG) has increased dramatically over the years. For instance, research proposal received for AURG has increased tremendously from 12 in the beginning of the 11th FYP

to 46 by the end of the plan period. The trends as to how grant applications increased is given below:

Number of grant application received for AURG

Year	Number
2012-13	12
2013-14	27
2014-15	22
2015-16	28
2016-17	41
2017-18	46
2018-19	53

There has been a marked increase in research grants received by the Colleges both nationally and internationally. For instance, in FY 2017-18, RUB Colleges received research grants worth of Nu 49 million. RUB has therefore promoted research effectively within its Colleges. Currently, more than 60% of academics are engaged in research.

As part of the promotion of research and external linkages, RUB has been able to establish partnerships and work with well-established universities and academic institutions around the world. Several partnerships were established to conduct joint research, seeking their support to develop capacity at RUB, seeking expert services in the development of academic programmes and for international students to study in RUB mostly on study abroad programmes. The University has been quite successful in this front. For instance, in the FY 2017-18 alone, the RUB Colleges have worked with about 76 institutions around the world. This not only helps in the development of RUB but also enhances the visibility of the RUB in the international world of academia.

2.2 Organisational Development Exercise

One of the major initiatives taken during the 11th FYP period is the Organizational Development (OD) Exercise, which led to the review of the entire system of operation within the University. The result of the OD exercise has led to major transformation in the following areas:

1. Strategic direction of constituent colleges
2. Governance
3. Organizational Structure
4. Staffing norms and standards
5. Review of the performance management system
6. Finalization of RUB HRRR 2017.

2.2.1 Institutionalizing Performance Management System

First Independent Review Team evaluating Annual Performance Agreement (APA) in the RUB Colleges and OVC Departments

2.2.1.1 Annual Performance Agreement

The Royal University of Bhutan has seen a successful beginning of implementation of Annual Performance Agreement (APA) with the Colleges and Departments of the Office of Vice Chancellor (OVC) as part of its performance management system.

The first APA was evaluated by forming an Independent Review Team (IRT) that visited the Colleges and evaluated the results. Following the first evaluation

exercise that happened in August 2018, the IRT had prepared the Guidelines for Preparation and Review of APAs.

The rating of APA is directly used as the performance rating of the concerned executives in the University. Therefore, it is found very effective in ensuring the goal alignment between the annual performance targets of executives and long-term goals vis-à-vis Five Year Plans and strategic plan. The APA is found as a very useful tool to cascade the University's goals to the individuals. It is also seen as one of the means to improve performance in the University in terms of identifying common issues and addressing it on an annual basis.

RUB will continuously review its APA system to improve on annual basis and make it more robust. The University, in its second phase has been able to start with pre-assessment of targets. It is with the aim of working towards ensuring Specific, Measurable, Attainable, Relevant and Timely (SMART) goals with uniform application of APA principles. The University is now in the second year of implementing its APA system.

2.2.1.2 Individual Work Planning

Individual Work Planning (IWP) is yet another reform introduced in the University supported with the Academic Performance Index. It was felt that to make it more effective, the University requires a guideline that maps very clearly on how to prepare and assess IWPs by using the Academic Performance Index.

Accordingly, a guideline was drafted through the Human Resource Workshop from 16 to 18 March 2019, and was submitted to the Executive Forum. The Executive Forum endorsed the guidelines for immediate implementation. The Guidelines is expected to provide a uniform implementation of IWPs and Academic Performance Index and institutionalize the system.

2.3 RUB Information Management System

The Royal University of Bhutan is founded on a distributed model with its constituent Colleges scattered across the country. Therefore, in order to function seamlessly, the University is required to use technology to break the geographical barrier. An integrated system that is fully automated and web-based has become crucial for the University to support its administration and management across the Colleges.

The Royal University of Bhutan-Information Management System (RUB-IMS) has been identified as a solution for providing students and staff with highly effective tools to support the administrative and academic functions.

The RUB-IMS constitute the following modules:

1. Planning and Budgeting Module
2. Human Resource Management Module
3. Admission, Academics and Examination Module
4. Student Service Management Module
5. Property and Inventory Management Module
6. Research Management Module
7. Alumni Management Module
8. Finance Module.

Currently, the system has been developed and it is at the implementation phase. The Colleges and OVC are in process of adding the data on the software.

It is expected that the system will benefit the University to promote effective management of information, improve efficiency and effectiveness in its operation, enhance transparency and support data driven decision-making process.

2.4 University Governance

To improve the overall governance, the University has put in place a Governance Manual, which provides the details of various decision-making bodies, their terms of references, and chain of command. It will enhance efficiency and transparency in decision-making processes within the University.

In addition, the University has been able to put in place a new RUB Human Resource Rules and Regulations 2017 (RUBHRRR). The document provides not only clear directives in terms of management of human resources within the University but also offers various tools to ensure effective management.

The RUBHRRR is also further supported by having in place a new Position Directory. The new position directory outlines the job description of all positions within the University and for each level of position. It also provides the level of skills and abilities required for each position. This will guide the University in its recruitment processes and capacity development of its staff.

2.5 12th FYP Finalization

The Royal University of Bhutan has been fortunate to yet again receive generous support of the Royal Government of Bhutan for the 12th FYP. Overall, the University has worked out the need to support its various infrastructure and facilities to improve teaching-learning by improving the quality of learning environment for students. A total of Nu 3.00 billion was required, however, due

to limited funding with the Government, the 12th FYP outlay was approved for Nu 1.2 billion. The details of the outlay are as given in the table below:

Sl. No	Activities	Indicative Outlay (Nu. in million)
1	Human Resource Development	50.00
2	Programme Development	10.00
3	Development of Library, laboratory and ICT infrastructure	30.00
4	Accreditation of programmes	15.00
5	Major renovation and maintenance	60.00
6	Construction of new infrastructure	1,025.00
	Total	**1,190.00**

Of the total of 1.2 billion, the University will receive about Nu 1.02 billion from GOI PTA projects. Detailed project reports for all the ten colleges were developed and submitted to the Gross National Happiness Commission. The outcome of the 12th FYP is expected to help improve the quality of tertiary education provision at the RUB and help gain better recognition in the international world of academia.

Through the 12th FYP, RUB hopes to continue improving its infrastructure and facilities including laboratory, library and ICT facilities to support the objective of quality teaching, learning and research.

One of the important new activities in the 12th FYP is the external accreditation of some of the programmes. This activity is expected to review the quality of teaching through the lens of external accreditors. It is hoped that the accreditation process will help engage our academics with international experts, and in the process learn from the international best practices.

3
Teaching and Learning

Students of CST prepping for the e-Yantra the Robotics Competition

The report covers the broad remit of the Academic Affairs comprising of:

- Programme development
- Quality assurance & enhancement
- Teaching & learning

3.1 Overall operations

The achievements and future plans mentioned in this report are selective and barely touch on the day-to-day operations of the department which last year included:

- The conduct of at least four meetings of the Programme and Quality Committee (PQC)
- The conduct of Annual Conference for Deans of Academic Affairs (ACDAA) and Centre for University Learning and Teaching (CULT) Advisory meetings
- Preparations for, and participation in university-wide committee meetings- Academic Board, Executive Forum, Academic Planning and Resources Committee and Staff Selection Committee amongst others
- Representation in external committees allied to the university's work
- Engagements in regular meetings of the senior management team

3.2 Programme Development

3.2.1 One of the thrusts 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 2018-19.

College	Programme
CST	ME in Renewable Energy (January'18)
Royal Thim-phu College (RTC)	BA in Anthropology
	BA in Mass Communication
PCE	Pg DE (Dzongkha) through Part-time

3.2.2 2018-19 saw deliberations on the initiation of new academic programmes in the following areas:

College	Programme
PCE	BEd Dzongkha (Primary)
	Pg Dip in Education (Dzongkha), Part-time
	MEd in Inclusive Education
GCBS	Applied Business Economics
	Pg Dip in Entrepreneurship
Norbuling Rigter College (NRC)	BA in Sociology & Political Science (Adoption)
	BA in Dzongkha & English (Adoption)
	BBA (reviewed, for adoption)
	BCom (reviewed, for adoption)
	BA in Development Studies
	BA in Hotel Management
JNEC	BE in Surveying & Geoinformatics
Sherubtse	BA in English
	BA in Media Studies
YCC	MSc in Mathematics
CST	Construction Engineering & Management
SCE	Pg Dip in Education (18 months)

3.3 Quality Assurance

3.3.1 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 2018-19 the following programmes were validated for confer of award from RUB.

College	Programme
Sherubtse College	BA in Economics & BA with Honours in Economics
	BA in English & BA with Honours in English
	BA in History & BA with Honours in History
	BA in Media Studies & BA with Honours in Media Studies
	BSc in Geography & BSc with Honours in Geography
JNEC	BE in Mechanical Engineering
	BE in Surveying & Geoinformatics
CST	BE in Engineering Geology
	BE in Instrumentation & Control Engineering
CNR	BSc in Organic Agriculture
GCIT	BSc in Information Technology
	BCA (Resource check for Year III)
SCE	BA in Social Work
NRC	BBA (Resource check)
	BBA (Resource check for reviewed programme)
	BCom (Resource check)
	BCom (Resource check for reviewed programme)
	BBA part-time (Resource check)
	BCom part-time (Resource check)
	BA in Political Science & Sociology (Resource Check)
	BA in English & Dzongkha (Resource Check)
	BBA (Resource check for Year III)
	BCom (Resource check for Year III)
PCE	Pg Dip in Education (Dzongkha) Part time (Resource Check)

3.3.2 Periodic review of a programme ascertains the academic health and standards of programmes which have been in operation over a period of

time. In 2018-19 the following programmes were reviewed:

College	Programme
CLCS	BA in Bhutanese & Himalayan Studies
	BA in Language and Literature with Diploma in Language and Literature nested
CNR	Masters in Development Practice
JNEC	Diploma in Electronics & Communication Engineering
GCIT	BSc in Computer Science
Sherubtse	BA in English & Dzongkha

3.3.3 A number of programmes at the two colleges of education are still due for periodic review.

3.3.4 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 2018-19, a workshop was conducted for selected Deans(AA) and programme leaders from:

  i. NRC
 ii. YCC
iii. GCIT
 iv. GCBS
  v. SC

During the first Inter-collegiate Programming Contest held at CST

3.4 Discontinuance of Programmes

3.4.1 Following programmes were accorded approval for their discontinuation:

College	Programme
SC	BSc in Maths and Physics
	BSc in Maths and Chemistry
	BSc in Physics and Chemistry
	BA in Economics and Population Studies
	Pg Dip in English
NRC	2011 versions of BBA & BCom programmes
PCE	BEd (IT & Mathematics)

3.4.2 A new regulation on Discontinuation of a Programme was developed and approved by the Academic Board. Upon endorsement of the regulation, the Academic Board decided that the regulation should be the responsibility of the Academic Planning Rerource Committee (APRC).

3.5 Programmes, Teaching and Learning

3.5.1 10th Induction programme on Introduction to University Learning and Teaching was conducted at GCBS from 3 – 13 July 2018. 16 new faculty members attended the programme.

3.5.2 Till date, 180 academic staff have been awarded the certificate of attendance to the induction programme on Introduction to University Learning and Teaching since its introduction in 2013.

3.5.3 The Academic Deans Conference is organized annually to share good practices, discuss matters related to academic functioning and adopt uniform academic guidelines that affect the academic issues across all Colleges. The 5th Annual Conference of Deans of Academic Affairs (ACDAA) was organized at the CNR from 12-14 March 2018 while the 6th ACDAA was held at GCBS on 6th and 7th May 2019. ACDAA agendas are generally discussed under four thematic groups namely

a. innovations in teachings and learning,
b. management and quality enhancement,
c. learner engagement and support and
d. staff development.

The conference also accommodates issues beyond thematic areas that affect academic implementation. The ACDAA have been effective in strengthening academic procedures where all Deans of Academic Affairs

participate in discourse and recommendations are often endorsed by the Academic Board.

3.5.4 In order to support programme leaders in preparing programme document, a two-day workshop on 'Programme Development Process' was conducted on 9 & 10 of July 2018 at the OVC. The workshop was attended by Programme Leaders of PCE, RTC, GCIT and NRC. A total of 17 programme leaders attended the workshop including two Deans of Academic Affairs.

3.5.4 The 8th CULT Advisory Committee meeting was held at PCE, Paro on 25 August 2018. Besides, teaching learning activities, the committee endorsed Five-Year Strategic Operational Plan for the CULT proposed by the coordinator of the center. The committee also endorsed the proposal to have CAC meeting annually instead of having two times in a year.

3.5.5 The CULT conducted its 2nd Continuing Professional Development programme for Dzongkha Lopens from 5-8 November 2018 at the CST. 15 Dzongkha Lopens attended the programme. The programme was facilitated by the faculty members of PCE. Till date, a total of 32 Dzongkha Lopens has been trained in Teaching and Learning strategies in higher education.

3.5.6 3rd Heads of College Library Meeting was organized on 15 November 2018 at JNEC. Various issues, ranging from the development of Library Collection Policies to Operational Standards of libraries were discussed in the meeting.

3.5.7 As an initiative of the CULT, a training on 'Fundamentals of Laboratory Management' was provided to 24 laboratory assistants from member colleges from 18 – 22 March 2019 at the CST. The training was facilitated by 5 faculty members from CST.

3.5.8 In collaboration between the CULT, the RUB and Lewis Castle College, University of Highlands and Islands (UHI), a three-day workshop on 'Higher Education Pedagogic Research to Improve Teaching and Learning' was organised from 16-18 May 2019 at Lobesa. 17 faculty members attended the workshop.

4

Research and Development Services

A National Conference on 'Promoting Research and Innovation in Bhutan'

4.1   Objective 1: Enhancement of quality and relevance of programmes

4.1.1 Action 1: Develop Capacity

The Department of Research and External Relations implemented following PD programmes funded from various sources either directly coordinated by Department or were involved in the facilitation of the PD programmes.

4.1.1.1 Short term Research PD availed by staff

S. No.	Name of PD pro-gramme	Institution/ Venue held	Period	Nos. of beneficiaries
1	Research management training programme	Princeton Academy, Mumbai	July 2018	7
2	Chulalongkorn University Study Abroad Fair 2018	CU, Bangkok	29 – 30 August 2018	3
3	High Level Round Table Meeting with Universities for Research Collaborations organized by Norwegian University of Science and Technology (NTNU)	Royal Norwegian Embassy, New Delhi	11 – 12th October 2018	1

4	UN International Workshop on Global Mountain Safeguard	Eurac Research, Bolzano, Italy	17 – 19 October 2018	1
5	European Union's Erasmus+ Regional Seminar for Asia	Kuala Lumpur, Malaysia	24- 25 October 2018	3
6	Himalayan University Consortium Annual Board Meeting	ICIMOD, Kathmandu, Nepal	30 – 31 October 2018	1
7	Executives' institutional visits for collaborations with Gadja Mada University, Indonesia, University of Philippines Diliman, and Asian Institute of Management	Indonesia and Philippines	18 – 22 February 2019	1
8	Training on communicating research	Gedu	18 – 20 February 2019	7
	TOTAL BENEFICIARIES			**24**

4.1.1.2 Short-term Research PD availed by Academics

S. No.	Name of PD programme	Institution/ Venue held	Period	Nos. of beneficiaries
1	Research management training programme	Princeton Academy, Mumbai	July 2018	8
8	Training on communicating research	Gedu	18 – 20 February 2019	24
	TOTAL BENEFICIARIES			**32**

4.1.1.3 PD Programme organized

S. No.	Name of PD programme	Institution/ Venue held	Period	Funding
1	Research management training programme	Princeton Academy, Mumbai	July 2018	GoI
8	Training on communicating research	Gedu	18 – 20 February 2019	RGoB

4.1.1.4 International staff exchange facilitated

As of today, the External Division of the Department has facilitated 154 staff mobility to Bhutan under various modalities as detailed below from different international institutions/Universities. This excludes several international delegates who visited the OVC on adhoc appointments as facilitated by other Government and Non-Government agencies.

S. No.	Visitors	Number
A. ASIA		
1	Burma	1
2	Cambodia	1
3	India	10
4	Indonesia	1
5	Japan	33
6	Laos	1
7	Lebanon	1
8	Malaysia	2
9	Nepal	9
10	Philippines	1
11	South Korea	1
12	Sri Lanka	6
13	Thailand	2
14	Vietnam	1
B. EUROPE		
15	Belgium	4
16	France	3
17	Germany	8
18	Greece	3
19	Netherlands	6
20	Norway	1
21	Poland	5
22	Serbia	1
23	Sweden	3
24	UK	3
C. NORTH AMERICA		
25	Canada	2
26	USA	20

D. AUSTRALIA		
27	Australia	25

4.1.1.5 Research Centre evaluated and reviewed (2%) = 14 nos.

A team of staff from the Department visited Colleges to review the research and institutional linkages coordinated by various Research Centres (RC) in the Colleges during the financial year 2017 to 2018. During the reporting period, only Gedu College of Business Studies (GCBS)was not visited and reviewed.

S. No.	Name of Research Centre	College reviewed	Period
1	No formal Centre is established, team reviewed the overall research and external relations performance of the College	SCE	29th November 2018
2	2.1. Centre for Renewable and Sustainable Energy Development (CRSED) 2.2. Centre for Disaster Risk Reduction and Community Development Studies (CDRR&CSD)	CST	1st December 2018
3	3.1. Centre for Rural Development Studies (CRDS) 3.2. Centre for Environment and Climate Research (CECR)	CNR	10thDecember 2018
4	4.1. Bhutan & Himalaya Research Centre (BHRC) 4.2. Centre for Buddhist Studies (CeBS)	CLCS	11th December 2018
5	5.1.Centre for Archaeology and Historical Research (CAHR) 5.2.Centre for Climate Change and Spatial Information (CCC&SI) 5.3.Centre for Population and Development (CPD) 5.4.Centre for Science & Environmental Research (CSER)	SC	13th December 2018

6	6.1.Centre for Appropriate Technology (CAT) 6.2.Centre for Lighting and Energy Efficiency Studies (CL&EES) [Note: CLEES was approved only on 9th April 018 therefore it was not reviewed]	JNEC	15th December 2018
7	7.1.Centre for Educational Research and Development (CERD)	PCE	19th December 2018

4.1.2 Action 2: Enhance Student Learning Environment

4.1.2.1 International full-time students enrolled

The External Relations Division facilitated the enrollment of three international students to RUB programme namely MSc in Natural Resource Management (NRM) at CNR and Sherubtse College (SC).

S. No.	Country	Number	Institution / College placed in Bhutan
1	USA	1	Sherubtse College
2	Tanzania	1	College of Natural Resources
3	Germany	1	College of Natural Resources
	Total International FTS	3	

4.1.2.2 International Semester Abroad students enrolled

Semester abroad students (SAS) have mainly come from Naropa University, Boulder, USA and University College of Leuven Limburg (UCLL), Belgium. Details of students are as follows:

S. No.	University / Institutions sending SAS	Number
1	Naropa University, Boulder, USA	10
2	University College Leuven Limburg, Belgium	4
	Total International SAS	14

4.1.2.3 International short-term students enrolled (4%) – 55 nos.

The details of short-term students (STS) facilitated are as follows

S. No.	University / Institutions sending STS	Number	Institution / College placed in Bhutan
1	William and Mary College, USA	8	CLCS
2	Edith Cowan University, Australia	10	Khesar Gyalpo Univeristy of Medical Scences of Bhutan
3	University of New England, Australia	19	PCE
4	University of Technology, Sydney, Australia	7	PCE
5	Kyoto University, Japan	9	SC
6	University of Fukui, Japan	2	SC
	Total International STS	55	

4.1.2.4 International visiting research students enrolled

The details of visiting research students (VRS) facilitated are as follows:

S. No.	Country	Number	Institution / College placed in Bhutan
1	Japan	1	SC
2	Japan	1	CNR

4.1.2.5 New HDR programme validated as planned

The APRC approved the planning to be carried out for two PhD programs in 2018. The Department has, undertaken two initiatives–one to convene HDR workshops on PhD entry, curriculum map, supervisory skills and resource pooling within the RUB involving CLCS, CNR, CST, PCE and SCE, and the other to assist CNR in the creation of project proposals for education and climate change research in Bhutan.

CNR's climate change proposal as beeen submitted to GNHC, UNDP, and NEC to assist with the launch of CNR, RUB's PhD degree.

4.2 Objective 2. Enhancement of research, innovation and scholarship

4.2.1 Action 1: Promote activities related to research and innovation

A number of research grants either independently or collaboratively were applied to various sources both within and outside the country as follows:

S. No.	Project proposals	Institutions applied
1	Building research capacity in least developed countries in July 2018	Global Development Network, New Delhi
2	Institutional capacity building of media studies in RUB – Communication Equipment July 2018	Edith Cowan University, Perth, Australia
3	Enhancing Learning Resources – Text books for Engineering Programmes August 2018	Edith Cowan University, Perth, Australia
4	Project proposal for technical cooperation program with Ministry of Agriculture and Forests (DRER, CNR, SCE and GCIT)	Science and Technology Research Partnership for Sustainable Development (SATREPS), Japan
5	Expatriate Conference on Academic Fraternity Beyond Borders – Vice Chancellor Symposium Series	India Bhutan Foundation, Embassy of India, Thimphu
6	India Science and Research Fellowship Programme	Centre for Cooperation in Science and Technology among Developing Society (CCSTDS), DST, Ministry of Science and Technology, GoI, Chennai
7	Strategies to business growth by Lean Six Sigma methodology and tools in BoB by Sherubtse College	DHI, Thimphu
8	Preliminary assessment of longhorn beetle of Bhutan by CNR	DHI, Thimphu
9	The effect of climate change on food systems and its implications to human nutrition and diet in Bhutan by CNR	DHI, Thimphu

10	Farmers adaptation strategies to climate variability and change and its implications to food security in Bhutan by CNR	DHI, Thimphu
11	Nutrition flows in organic farms in Bhutan by CNR	DHI, Thimphu
12	Diversity assessment of a lizard community in Punakha district, Bhutan by CNR	DHI, Thimphu
13	Study the impact of introducing EV charging infrastructure in Bhutan on low voltage network by CST	DHI, Thimphu
14	Land slide monitoring system for Bhutan by CST	DHI, Thimphu
15	Development of net-zero living model by CST	DHI, Thimphu
16	Enhancing youth employment through impact driven-solution based entrepreneurship and incubation by GCBS	DHI, Thimphu
17	RF wireless power transfer scheme for multiple access cooperative wireless systems by JNEC	DHI, Thimphu
18	Study on the interlocking bricks masonry for sustainable infrastructure development in Bhutan by JNEC	DHI, Thimphu
19	e-Procurement system in DHI: Importance and impacts on supply chain operations by JNEC	DHI, Thimphu
20	Climate studies capacity building through workshop and training	UNDP Thimphu
21	Building capacity for education and research in enhancing resilience to climate change impact in Bhutan Himalaya	UNDP, GNHC, NEC, Thimphu
22	Research collaboration in hydropower technology and development between RGoB and NTNU	MoEA, Thimphu

4.2.1.1 Research grants received in amount - Nu. 10.00 million

1. Received Research Endowment Fund from the Ministry of Finance for operationalization of research activities.

2. Australian Award Fellowship grant for research capacity building project on transdisciplinary research

4.2.1.2 Research Projects secured

1. Three research projects from India Science and Research Fellowship (ISRF) grants of Nu. 50,000 per month were awarded to applicants for 2018-2019 scholarships (CST-2; Sherubtse -1)

4.2.1.3 Research events organized (conferences and seminars)

S. No.	Conferences and Seminars organized	Venue
1	Seminar on Bhutanese and Bodo Language and Literature, Culture and History and Socio-economic development organized between Bodo Writers Academy Assam and RUB July 2018	CNR Lobesa
2	42nd Southeast Asia Seminar on Health and Rural Development based on GNH in collaboration with Kyoto University Japan December 2018	OVC Thimphu
3	Seminar between Schools of Edith Cowan University (ECU) and Colleges of RUB for collaborative activities August 2018	OVC Thimphu
4	National Conference on Promoting Research and Innovation in Bhutan February 2019	OVC Thimphu
5	Annual Conference of Dean of Research and Industrial Linkages December 2018	Gyalpozhing

4.2.1.4 Journals published

1. Autumn 2018 BJRD Volume 7, Number 2 published

2. State of Research and Industrial Linkages of the Royal University of Bhutan 2016-2017 published in October 2018

3. Dzongkha-English Academic Terminologies booklet published in October 2018

4.2.1.5 External linkages established through formal MoUs

1. MoU between RUB and AIT effective from 19 July 2018
2. MoU between RUB and ECU effective from 17 August 2018
3. MoU beween RUB and Naropa University renewed
4. MoU between RUB and Kyoto University renewed

4.2.1.6 External networks established through other means

1. School of Accounting and Financial Services, Seneca College, Canada and GCBS for collaborative feasibility

2. Project collaboration between SCE and the Department of Natural Science, Mathematics and Society (NMS), Sweden in Oct to Nov 2018

3. RECTOR of RO International Accreditation System for Interventional Oncology Services (IASIOS), Gheorghe Asachi Technical University, Lasi and Vice Chancellor of RUB signed on Inter-Institutional agreement in August 2018

4. MoU between Kyushu Institute of Technology, Japan and CST deferred based on Government directives but advised collaboration under the project specific agreement

5. Student Leadership Agreement between Renaissance College, University of New Brunswick (UNB), Canada and Sherubtse College, renewed

6. Himalayan University Consortium (HUC) network with 62 Hindu Kush Himalaya (HKH) and 15 associate members for higher education on sustainable mountain development

7. Norwegian Univeristy of Science and Technology (NTNU), Norwegian Research Centre for Hydropower Technology and Innovation, Norway for a joint research project in dam safety, sediment handling, turbine and generator lifetime, and remaining useful life, failure probability.

8. IIT Kharagpur for cultural and GNH education

9. IIT Roorkee for joint research on Francis Turbine sediment issue with NTNU

10. Kathmandu University, Nepal

11. Princeton Academy, Mombay for research management training

12. Eurac Research, Bolzano, Bolzan, Italy for global mountain safeguards

13. United Nation University, Germany for global mountain safeguards

14. Department of Agriculture, Ministry of Agriculture and Forests, Thimphu for SATREP

15. Department of Hydropower and Power Systems, Ministry of Economic Affairs for hydropower technology

16. Druk Green Power Corporation for HydroLab collaboration with RUB

17. Druk Holding Investment for research project support. 13 projects already submitted for consideration in February 2019.

18. UNICEF for certificate in social policy programme to Parliament, Government Ministries and Civil Society Organizations

19. Tourism Council of Bhutan for academic tourism opportunities

20. Gadja Mada University, Yogjakarta, Indonesia for academic and Erasmus+ project partnership

21. University of Philippines, Diliman Manila, Philippines for collaborations

22. Asian Institute of Management, Manila for academic collaborations

23. European Union for Erasmus+ opportunities

24. Sydney University, Australia for Bhutan capacity on climate change research and mentoring project

25. Institute of Sustainable Futures, University Technology of Sydney, Australia for transdisciplinary research

26. Macquarie University, Sydney, Australia for mentoring Bhutanese PhD degree holder academics for climate change studies research project

27. Peking University, School of International Studies, Beijing for exchange programme of staff and students through seminar and performing arts

28. Chulalongkorn University, Bangkok, Thailand for University Study Abroad Fair participation from RUB along with other Universities of the world

29. United Kingdom Research and Innovation (UKRI), Global Challenge Research Fund (GCRF), for workshop participation in Food Security, Agriculture and Nutrition

4.3 Objective 3. Diversification of revenue streams

4.3.1 Action 1: Diversify income sources

4.3.1.1: International remittance through study abroad programmes – 5.301 million

The Department of Research would like to propose to break down international remittance at least into three components of study abroad programmes since the fee structures for each programme is different. Analysis of study abroad programmes such as full-time study enrolment, semester abroad study programme and short-term study programme will enable the University to focus internationalization effort to certain programmes based on the promotion of University internationally.

During the reporting period, the External Division was able to facilitate remittances to the University which are direct cost only as follows.

S. No.	Study Abroad Programmes	Amount (USD/ AUD)
1	Short-term study programme of UCLL undergraduate students, Belgium	USD 3, 000.00
2	Semester Abroad Study programme of Naropa University, US	USD 43, 872.00

3	Short-term study programme of Mary and William College, US	USD 21, 066.00
4	Short-term study programme of UNE undergradu-ate students, Australia	AUD 9, 500.00

4.4 Objective 4. Ensuring quality services

4.4.1 Action 1: Ensure quality of academic services

4.4.1.1: RDC Meeting convened

Although the RDC meeting was not convened during the reporting period, preparations are done to convene the meeting. The Department already convened a day long workshop involving all Colleges that have scheduled to introduce PhD degree in their College strategic document in October 2018. The outcome of the workshop has led to review Research Degree Framework document on admission criterion, PhD candidate supervision criterion, PhD degree curriculum map, academic resource pooling and budgetary support for research based postgraduate programme in the University. The Department has also ensured the existing research based postgraduate programme at CNR to submit annual monitoring report for consideration of the RDC meeting. Further, CNR has been advised to propose for review of the curriculum, if required, and submit for consideration of RDC meeting.

4.4.1.2 RIC Meeting

Two rounds of RIC meeting were convened as scheduled in August and November 2018. The third is scheduled in March 2019.

4.4.1.3 Research Endowment Fund operationalized

After constituting REF Board, two rounds of sittings were convened and have decided on the operationalization of REF during the 1st year.

4.4.1.4 SOP and TAT for HDR developed

PhD degree admission criterion, supervision skills requirements, curriculum with pre-requisites modules, human resources pooling mechanisms and space with internet connectivity were drafted for submission to RDC for endorsement.

4.4.1.5 SOP and TAT for External relations developed

Protocols for international visitors to RUB under different modalities developed and sensitized through formal forums and circulated for compliance. Protocols for the conduct of research events such as conferences and seminars developed

and sensitized to formal forums and circulated for compliance.

4.4.1.6 University -wide research – Nu. 1.995 million

During the financial year 2018-2019, 53 AURG applicants were received, evaluated by an independent team and awarded to 26 applicants under three categories as follows:

Beginning Researchers –15 proposals awarded

Mid-Career Researchers – 8 proposalsawarded

Advanced Career Researchers – 3 proposals awarded

5
Human Resource

5.1 Achievements

5.1.1 Professional Development

The University in its FY 2018-2019 has successfully implemented a total of 40 long term professional development programmes which include 36 academics and 4 administrative and technical staff pursuing higher studies through various funding support.

During the financial year, the university has been able to secure assistance through scholarships such as His Majesty's scholarship (two cohorts), Nehru-Wangchuck Scholarship, ITEC Programme and Charpak Masters scholarship. The achievements in implementation of long term, professional development plans have been also observed from the increasing number of staff who were able to secure funding supports through open scholarships, namely, Chevening, NUFFIC, DAAD and other institutional scholarship programmes offered by reputed universities from across the world. Additionally, a few Colleges were also able to secure project tied assistance such as GoI PTA fund and TICA project through which they were able to implement long term professional

development programme in priorities areas. The Colleges through MOUs with institutions were also able to send academics for Masters degree in reputed institutes of India like IIT and IIIT. Some of the Colleges have also opted to fully fund for their academics to pursue Masters degree in the area of priority. The implementation report is as below:

Implementation of Long Term Professional Development for Academic Staff in the FY 2018-2019			
Colleges	**Masters**	**PhD**	**Total**
College of Natural Resources	6	2	8
College of Science & Technology	5	1	6
Gedu College of Business Studies	1	2	3
Gyalpozhing College of Information Technology	6	0	6
Jigme Namgyel Engineering College	5	0	5
Paro College Education	0	2	2
Sherubtse College	4	0	4
Samtse College of Education	1	1	2
Grand Total	**28**	**8**	**36**

The University at the moment has 30 academics pursuing PhD studies and 33 academics pursuing Masters degree. Their return will help to address the HR needs of the University in providing quality education to its students. A few of them are on studies through mixed-mode arrangement while the University largely implements its long term professional development needs through full-time study leave arrangements. In addition, we have 6 administrative and technical staff pursuing Bachelors and Diploma qualification.

A total of 18 academics have completed their higher studies in the course of the financial year, of which 17 have returned with Masters degree award and 1 with Doctor of Philosophy award.

5.2 Human Resource Management

5.2.1 Recruitment

The University in its financial year 2018-2019 has been able to recruit 31 faculty members for its Colleges, amongst which 14 are with Masters degree and 17 with Bachelors degree qualifications. A summary of the recruitment carried out

in July 2018 and January 2019 is as detailed below:

Recruitment of Academic Staff in the FY 2018-2019			
January 2019 round	13	8	21
College of Language & Culture Studies	1	1	2
College of Natural Resources	2	1	3
Gedu College of Business Studies		2	2
Gyalpozhing College of Information Technology	5		5
Jigme Namgyel Engineering College	3	1	4
Samtse College of Education	2		2
Sherubtse College		3	3
July 2018 round	4	6	10
College of Language & Culture Studies		2	2
College of Natural Resources	2		2
Gyalpozhing College of Information Technology	1		1
Paro College of Education	1		1
Sherubtse College		4	4
Grand Total	17	14	31

In addition, the University has also recruited a total of 10 Bhutanese faculty and 3 expatriates on fixed term appointment. The University has benefited through the deputation of 10 new faculty through the Colombo Plan Scheme of the Government of India and one faculty as a Full-bright scholar during the year.

Furthermore, 22 new administrative and technical staff have joined at the Colleges and the Office of the Vice Chancellor to provide support services for the functioning of the University.

5.3 Staff Strength

The RUB has a total of 550 academic staff and 576 administrative & technical staff, as detailed in the table below. It is also to be noted that altogether the University has 125 academic staff with Bachelors degree qualification, comprising 23% of the total strength of faculty. However, 28 out of 125 academics with Bachelors degree are already pursuing their Masters degree which shows that in actual 97 academics are yet to be sent for Masters degree.

STATISTICS OF STAFF

COLLEGE/OVC	Academic Staff - Bhutanese										Expatriates (Fixed Term)				TOTAL ACADEMICS	TOTAL ADMIN. STAFF	TOTAL STAFF
	Regular					Fixed Term				Total Academics (Bhutanese)	Bachelors	Masters	PhD	Total Academics (Expats.)			
	Diploma/Advance Diploma	Bachelors	Masters	PhD	Total Academics (Regular)	Bachelors	Masters	PhD	Total Academics (Fixed Term)								
College of Language & Culture Studies		17	37	1	55	4	5	0	9	64				0	64	54	118
College of Natural Resources		15	27	9	52	0	1	0	1	53				0	53	56	108
College of Science & Technology		15	42	1	58	5	1	0	6	64		4	4	8	72	56	128
Gedu College of Business Studies		3	45	0	48	0	4	0	4	52		9	9	18	70	89	159
Gyalpozhing College of Information Technology		14	2	0	16	0	1	0	1	17		4	2	6	23	37	60
Jigme Namgyel Engineering College	5	24	24	0	53	0	0	0	0	53	1			1	54	66	120
Paro College of Education		8	50	9	67	0	0	0	0	67				0	67	41	108
Samtse College of Education		5	32	10	47	1	1	0	2	49		1		1	50	46	96
Sherubtse College		13	59	5	77	0	0	0	0	77		12	3	15	92	80	172
Yonphula Centenary College													5	5	5	12	17
Office of the Vice Chancellor																40	40
Grand Total	5	114	318	35	474	10	13	0	23	496	1	30	23	54	550	576	1126

6
Student Services

Dechen Wangdi of CST receiving the Influential/Change-maker award

6.1 12th Dean of Student Affairs Meeting

The 12th Dean of Student Affairs meeting was held on 10 September 2018 at Gyalpozhing College of Information Technology. Dean of Student Affairs reported to the meeting on the student services activities carried out at the Colleges and also discussed on the need of improvement in the student services. The meeting was also sensitized to implement the Student Code of Conduct and Ethics, approved by the University Council.

6.2 Short term training on Basic Counseling

The Office of the Vice Chancellor in collaboration with the Jigme Namgyel Engineering College organized a short term training on Supporting Students; Counselling skills from 21 to 23 September 2018 for Dean of Student Affairs and Student Service Officer.

6.3 South Asian Universities Festival (SAUFEST)

Students and faculties at Pandit Ravishankar Shukla University

The Royal University of Bhutan participated in the 12th South Asian Universities Festival (SAUFEST) held from 22 to 26 February 2019 at Pandit Ravishankar Shukla University, Raipur (India). A total of 26 participants attended the festival. The delegates participated in the following events:

1. Folk dance
2. Mask dance
3. Solo song
4. Face painting
5. Clay modeling
6. Spot photography
7. Debate
8. Prepared speech and recitation.

6.4 5th Bhutan University Sports Federation Games

The 5th University Games was held at Gedu College of Business Studies from 12th -17th December, 2018. There were eight participating colleges; Gedu College of Business Studies, College of Natural Resources, College of Language and Culture Studies, Sherubtse College, Jigme Namgyel Engineering College, Samtse College of Education, College of Science and Technology, and Paro

College of Education. There were 320 participants during the games.

The winter University Game comprises of three disciplines; football, volleyball, and basketball. The winners and runners-up of the 5th University Games for both men and women are as follows:

6.4.1 Winners and runners-up in 5th University Games

Discipline	Men's Category		Women's Category	
	Winner	Runner-up	Winner	Runner-up
Football	CST	JNEC	PCE	CLCS
Bsketball	GCBS	PCE	CLCS	PCE
Volleyball	PCE	GCBS	CLCS	SC

6.5. A total number of students enrolled in RUB by college from February till November 2018 are as follows:

SI #	Name of the College	Student		
		Total	Male	Female
1	College of Language & Culture Studies	1153	538	615
2	College of Natural Resources	848	403	445
3	College of Science & Technology	965	685	280
4	Gedu College of Business Studies	1594	858	736
5	Gyalpozhing College of Information Technology	157	71	86
6	Jigme Namgyel Engineering College	838	588	250
7	Paro College of Education	1528	733	795
8	Samtse College of Education	873	432	441
9	Sherubtse College	1634	843	791
10	Yonphula Centenary College	62	44	18
	Sub-total (A)	**9652**	**5195**	**4457**

6.6 Annual intake in RUB by Colleges in 2018

College	Programme	Advertised Slots			Selected		
		Government Scholar-ship(1)	Self Fi-nanced(2)	To-tal(1+2)	Government Scholar-ship(3)	Self Fi-nanced(4)	To-tal(3+4)
SC	B.Sc. Computer Science	27	12	39	28	1	29
	B.Sc. Chemistry	25	11	36	25	0	25
	B. Sc. Physics	25	11	36	25	0	25
	B.Sc. Mathematics	28	12	40	28	1	29
	B. Sc Environmental Science	42	18	60	42	12	54
	B Sc Life Science	42	18	60	42	6	48
	BA in Dzongkha and English	38	16	54	39	16	55
	BA in Geography and Economics	38	17	55	40	17	57
	BA in Political Science and Sociology	38	17	55	39	17	56
	BA in History and Dzongkha	38	16	54	40	16	56
	BA in Population and Development Studies	28	12	40	28	13	41
	B.A in Media Studies and English	21	9	30	23	9	32
	B.A. in Media Studies and Dzongkha	21	9	30	22	9	31
	Sub-total(A)	411	178	589	421	117	538
CST	BE.(Civil)	56	24	80	56	41	97
	BE.(Electrical)	35	15	50	36	6	42
	BE.(Electronic & Communication)	28	12	40	30	0	30
	BE.(Information Technology)	35	15	50	37	5	42
	Bachelor of Architecture	21	9	30	21	6	27
	Sub-total(B)	175	75	250	180	58	238

CNR	B.Sc. Sustainable Development	63	27	90	64	28	92
	B.Sc Environment and Climate Studies	25	10	35	25	10	35
	B.Sc in Forestry(Diploma Nested)	28	12	40	28	12	40
	B.Sc in Agriculture(Diploma Nested)	28	12	40	29	12	41
	B.Sc in Animal Science(Diploma Nested)	28	12	40	29	12	41
	B.Sc. Food Science and Technology(Diploma Nested)	32	13	45	32	13	45
	Sub-total(C)	204	86	290	207	87	294
SCE	B.Ed Secondary(IT and Maths)	25	10	35	25	6	31
	B.Ed Secondary (Maths and Physics)	32	13	45	34	2	36
	B.Ed Secondary(English and Geography)	28	12	40	28	12	40
	B.Ed Secondary (English and History)	28	12	40	28	12	40
	B.Ed Secondary(Biology and Chemistry)	28	12	40	28	12	40
	Sub-total(D)	141	59	200	143	44	187
PCE	B.Ed Primary	180	0	180	181	0	181
	B.Ed (Dzongkha)	42	18	60	42	18	60
	Diploma in Physical Education and Sports Coaching	18	7	25	18	1	19
	Sub-total(E)	240	25	265	241	63	304
GCBS	BBA/Bachelor in Commerce(F)	350	150	500	350	155	505

CLCS	BA in Bhutanese & Himalayan Studies	137	58	195	138	10	148
	BA in Language and Literature	137	46	183	138	46	184
	Diploma in Language and Communication Skills	27	12	39	31	0	31
	Sub-total(G)	301	116	417	307	56	363
JNEC	B.E Power Engineering	18	7	25	18	2	20
	Diploma in Civil Engineering	84	36	120	83	36	119
	Diploma in Electrical Engineering	32	13	45	33	13	46
	Diploma in Mechanical Engineering	26	11	37	27	11	38
	Diploma in Computer System and Network	28	12	40	28	0	28
	Diploma in Electronics and Communication Engineering	23	10	33	23	1	24
	Diploma in Surveying	26	11	37	27	5	32
	Diploma in Materials and Procurement Management	25	10	35	26	10	36
	Sub-total(H)	262	110	372	265	78	343
GCIT	Bachelor of Computer Application(I)	80	0	80	83	0	83
Total(A+B+C+D+E+F+G+H+I)		2164	799	2963	2197	658	2855

7
Finance

7.1 The consolidated Financial Position of University for FY 2017-18 which was endorsed by 45th APRC meeting are presented below. This Financial Statement is based on International Financial Reporting Standard (BAS 2015) for Small and Medium - sized Entities.

7.1.1 Royal University of Bhutan consolidated statement of Financial Position as at June 2018

(Amount in Nu.)

Particulars		June 30, 2018	June 30, 2017	June 30, 2016
ASSETS				
Current Assets				
Cash and Cash Equivalents	4	227,199,697	250,744,119	324,134,593
Financial Assets	5	243,645,108	173,923,807	132,850,721
Inventories	6	3,978,751	4,351,111	3,541,705
Advances/Prepaid Expenses	7	44,756,312	39,107,290	26,695,090
Trade and Other Receivables	8	67,414	-	-
Other Current Assets	9	45,011	2,682,990	45,011
Total Current Assets		**519,692,293**	**470,809,317**	**487,267,120**
Non-Current Assets				
Property, Plant and Equipment	3	3,957,871,057	3,475,359,787	3,123,066,419
Intangible Assets	10	-	118,332	368,947
Biological Assets	11	488,750	488,750	488,750
Investment in Bonds	12	2,000,000	2,000,000	2,000,000
Financial Assets	13	120,871,543	135,812,267	69,931,818
Total Non-Current Assets		**4,081,231,350**	**3,613,779,135**	**3,195,855,935**
Total Assets		**4,600,923,642**	**4,084,588,452**	**3,683,123,056**

(Amount in Nu.)

Particulars		June 30, 2018	June 30, 2017	June 30, 2016
LIABILITIES				
Current Liabilities				
Deferred Grant Income-Current	14	284,157,026	276,443,012	278,191,600
Student Security Deposit Payable	15	11,147,832	7,302,133	5,799,042
Employee Benefit Obligations - Current	16	23,676,302	25,745,554	20,416,859
Other Current Liabilities	17	34,508,285	33,195,627	34,471,311
Other Grants	18	9,808,036	6,102,728	2,466,480
Trade Payables	19	558,455	558,455	-
Total Current Liabilities		**363,855,936**	**349,347,509**	**341,345,291**
Total Non-Current Liabilities				
Deferred Grant Income Non-current	20	3,639,145,453	3,374,610,358	3,258,815,881
Other Non-current liability	21	357,800	-	-
Long-term employee benefit obligations	22	1,762,934	-	-
Total Non-Current Liabilities		**3,641,266,188**	**3,374,610,358**	**3,258,815,881**
Total Liabilities		**4,005,122,123**	**3,723,957,867**	**3,600,161,172**
EQUITY				
Retained Earnings	23	595,801,519	360,630,585	82,961,884
Total Equity		**595,801,519**	**360,630,585**	**82,961,884**
Total Liabilities and Equity		**4,600,923,642**	**4,084,588,452**	**3,683,123,056**

7.1.2 Royal University of Bhutan consolidated statement of Income and Expenditure for the Year ended June 30, 2018

(Amount in Nu.)

Particulars		June 30, 2018	June 30, 2017	June 30, 2016
INCOME				
Tuition Fees	24	788,788,271	792,382,699	757,976,569
Rental Income	25	19,750,711	21,997,677	24,352,145
Government Grant	26	271,152,730	270,860,654	278,191,600
Other income	27	73,352,476	82,064,711	85,192,534
Total Income		**1,153,044,188**	**1,167,305,741**	**1,145,712,847**
EXPENSES				
Operating Expenses	28	189,436,111	169,463,518	165,929,794
Depreciation Expense	3	108,460,942	102,309,870	146,169,789
Pay and Allowance	29	433,466,731	423,634,342	342,275,211
Professional Services	30	7,860,398	7,740,553	6,514,120
Employee Benefit Expenses	31	37,589,175	38,777,603	31,177,824
Other Expenses	32	124,933,498	124,200,140	109,471,993
Total Expenses		**901,746,855**	**866,126,026**	**801,538,731**
NET INCOME*		**251,297,332**	**301,179,715**	**344,174,117**

Net income was materially impacted by the effects of the transition to IFRS for SMEs 2015 and correction of errors, such as, the recognition of government grant income, recognition of CDF/IDF income, reversal of gratuity provision, adjustments to depreciation expense as a result of the clean-up of the PP&E balance and change in the useful lives of the assets, and other adjustments/corrections. Refer to the "First-time Adoption of IFRS for SMEs 2015" note for more details.

8. Table 3: Consolidated Statment of Cash Flow for the Year ended June 30, 2018

Particulars		June 30, 2018	June 30, 2017
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts for tuition (direct income)	33	777,881,134	719,083,809
Other cash receipts (indirect income)	34	57,634,976	63,603,014
Grant income	35	5,637,357	(12,754,059)
Employee benefit obligations	36	(15,247,072)	(13,738,270)
Other expenses	37	(38,927,166)	(29,710,449)
Direction Service expenses	38	(592,866,536)	(430,601,053)
Other operating activities	39	(152,353,508)	(242,331,204)
NET CASH FLOW FROM OPERATING ACTIVITIES		41,759,185	53,551,787
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of assets	40	(40,352,593)	(44,260,544)
Investment in fixed deposit	41	(24,951,013)	(82,681,718)
NET CASH FLOW FROM INVESTING ACTIVITIES		(65,303,606)	(126,942,262)
NET INCREASE/DECREASE IN CASH & CASH EQUIVALENTS		(23,544,421)	(73,390,475)
CASH AND CASH EQUIVALENTS, BEGINNING OF THE YEAR	42	250,744,119	324,134,593
CASH AND CASH EQUIVALENTS END OF THE YEAR		227,199,697	250,744,119

9. Table 4: Consolidated Statement of Changes in Equity at June 30, 2018

(Amount in BTN)

Description		Retained Earnings	Total Equity
Balance at June 30, 2016	43	82,961,884	82,961,884
Adjustments for IFRS for SMEs 2015 (i)	44	(20,897,176)	(20,897,176)
Profit (Loss) for the year (i)	45	298,565,878	298,565,878
Balance at June 30, 2017		360,630,585	360,630,585
Adjustments for IFRS for SMEs 2015 (ii)	46	(16,126,399)	(16,126,399)
Profit (Loss) for the year (ii)	47	251,297,332	251,297,332
Balance at June 30, 2018		595,801,519	595,801,519

The year 2018 has been a very promising year for the University in terms of putting in place a Strategic Plan, 12th FYP and having been assured with the funding support by the Royal Government.

8
Looking Forward

As reflected in the Strategic Plan and 12th FYP, the University is positive that it will begin its initiatives and various activities in improving the quality of tertiary education. To this end, the university, in the next financial year, sees the opportunities to implement the following:

1. Endeavour with mobilization of funds and scholarship support to continue upgrading the academic qualification of the academics.

2. Start awarding the construction works of the nine GOI PTA projects that are worth of Nu 1095.364 million. It is expected to improve the infrastructure and facilities that will support quality teaching and learning in the long run.

3. Continue improving the quality and relevance of existing programmes and a few academic programmes which is critical to help provide graduates with diverse skills and knowledge required for employment and the development of for the nation.

4. Start with the application processes for accreditation of at least one programme by the international accreditation body. It will enable the RUB to learn from international best practices about various quality enhancement and assurance systems and mechanisms.

5. Continue to promote research to generate new knowledge and/or possible solutions to various issues facing the society/industry.