



INSTITUTIONAL REACCREDITATION OF ROYAL THIMPHU COLLEGE

ASSESSORS' REPORT

Contents

Section A: General Information on the University	2
Section B: Assessors' Main Report	4
Part 1: General information	4
Part 2: Key Aspects-wise analysis	5
Part 3: Overall analysis	15
Section 4: Recommendations – Standard-wise	17
Section C: Annexure	19
Brief CV of Assessors.....	19
List of facilities visited/checked	22
List of documentary evidence checked/verified.....	23
List of Meetings conducted.....	25
List of assets and properties valuation.....	29
Schedule of the site visit	30

Section A: General Information on the University

Name	Royal University of Bhutan (RUB)	Khesar Gyalpo University of Medical Sciences of Bhutan (KGUMSB)
Establishment Year	2003	2012
Legal basis	The Royal Charter	Enacted by the Parliament of Bhutan
Official launch	Royal Charter signed on 18 April 2003, official launch on 2 nd June 2003	18 January 2012
Number of Faculty and Affiliated Institutions	9 Constituent colleges; 2 affiliated colleges	3 Faculties; 3 affiliated institutions
Vision	An internationally recognized university steeped in GNH values.	A premier centre of excellence in medical education, research and quality healthcare.
Missions	<ul style="list-style-type: none"> ● To provide programme of study at tertiary education level, of relevance and good quality which will fulfill the needs of the country for an educated, skilled and humane population; ● To promote and conduct research to contribute to the creation of knowledge of relevance to Bhutan; and ● To provide training and professional services for the enhancement of knowledge, capacity building and community development. 	<ul style="list-style-type: none"> ● To develop state of art, learner-centered, integrated and humanistic training curricula that meets the health needs of people in consonance with the Human Values of Gross National Happiness ● To train and develop highly competent health human resource for provision of sustained quality patient-centered care and health services ● To contribute towards evidence-based health and practices through research and innovation.
Governance Structure	Chancellor; The University Council; Vice-Chancellor; Registrar; Academic Board	Chancellor; Governing Council; President; Registrar; Board and Committees.

<p>University Important Documents</p>	<ul style="list-style-type: none"> ● The Royal Charter of the RUB ● Statutes of the RUB ● Governance Manual ● The Wheel of Academic Law ● Strategic Plan ● Student Service Management Policy and Guidelines ● Annual Reports ● Annual Statistics ● Space Norms 2020 	<ul style="list-style-type: none"> ● The University Act ● University Strategy ● University Prospectus ● Human resource – CoS 2018 & Position Directory ● Academic – M&E Framework; Academic Regulations; Assessment Guideline; Guideline for Medical Education during Emergency ● Annual Reports
<p>HR strength of the University</p>	<p>1. Office of the Vice Chancellor: 38</p> <p>2. Administrative/ Technical/ Research: 579</p> <p>3. Teaching-in three Faculty: 551</p> <p>Total HR strength: 1168</p>	<p>1. Office of the President: 36</p> <p>2. Administrative/ Technical/ Research: 75</p> <p>3. Teaching-in three Faculty: 223</p> <p>Total HR strength: 334</p>
<p>University Strategic Core Areas</p>	<ul style="list-style-type: none"> ● Quality and relevance of programmes ● Research, innovation and scholarship ● GNH-inspired environment ● Innovation and entrepreneurship ● Life-long learning ● Revenue streams 	<ul style="list-style-type: none"> ● Learner-centered ● Human resources ● Academic ● Research ● Infrastructure and resources ● Good Governance
<p>Future Plans</p>	<ul style="list-style-type: none"> ● Enhancement of quality and relevance of programmes; and Research, innovation and scholarship ● Promotion of GNH-inspired environment; Innovation and entrepreneurship; and Life-long learning ● Diversification of revenue streams 	<ul style="list-style-type: none"> ● Create a learner-centered environment leading to student growth and success ● Ensure an adequate number of qualified human resources ● Achieve and sustain academic excellence ● Promote and strengthen research and innovation ● Fully modernize campus facilities and infrastructure ● Strengthen governance and oversight

Section B: Assessors' Main Report

Part 1: General information	
1.1 Name and Address of the institution	Royal Thimphu College, Ngabiphu, Thimphu
1.2 Year of establishment	2009
1.3 Current academic activities at the institution <i>(Number)</i>	
• Faculties /Schools	
• Departments/Centres	4
• Programmes/Courses offered	10
• Regular faculty members	0
• Contract faculty members	Male:53, Female: 41, Total: 94
• Visiting/Adjunct faculties	Male: 2, Female: 2, Total: 4
• Staff <i>(Technical, administrative & support)</i>	Male: 64, Female:49, Total: 113
• Students	Male: 545, Female: 811, Total: 1356
1.4 Three major features in the institutional context <i>(As perceived by the assessors)</i>	<ol style="list-style-type: none"> 1. Leadership vision 2. Impressive infrastructure 3. Comprehensive strategic plan. 4. Vibrant academic life.
1.5 Date of visit	May 1-5, 2023
1.6 Composition of the assessors	4
Chairperson	Name: Mr. Karma Yeshey
Other members	Name: <ol style="list-style-type: none"> 1. Ms. Tshering Cheki 2. Mr. Nima Tshering 3. Mr. Tashi Chonjur
<i>BAC Coordinator/QAAD officials</i>	Name: <ol style="list-style-type: none"> 1. Mr. N.B. Raika 2. Ms. Sangye Choden 3. Ms. Nima Lham 4. Mr. Sherab Jatsho

<p>Part 2: Key Aspects-wise analysis</p>	<p>Observations (<i>Strengths and/or Weaknesses on Key Aspects</i>) <i>Note: Please limit to three major ones for each; use telegraphic language; it is not necessary to have all three each time - write only relevant ones</i></p>
<p>2.1 Governance, Leadership, and Management</p>	
<p>2.1.1 Vision, Mission, and Objectives</p>	<ul style="list-style-type: none"> ● Clear articulation of Vision, Mission, and Values. ● Vision, Mission, and Values are disseminated through their website, handbooks, orientation sessions, & displayed at entrances of main buildings on campus. ● RTC branding tagline of “Inspiring Education in Bhutan” is visible prominently. ● Explicitly stated 20 strategic objectives seen in the Strategic Plan 2022-2026.
<p>2.1.2 Organizational structure and management</p>	<ul style="list-style-type: none"> ● Well established governance structure in place. ● Various committees and departments with clear mandates, TORs, guidelines, SOPs, TAT, M&E, PMS, and feedback mechanisms. ● There is an acceptable separation of ownership and management of RTC as demonstrated by appointment of successive college presidents who are not owners of RTC as a private college. Although current College Governing Board is represented only by the Founding Director, plan is in the pipeline to incorporate RTC as a corporate entity by 2024.
<p>2.1.3 Accountability and transparency</p>	<ul style="list-style-type: none"> ● There are accountability and transparency systems in place as demonstrated by the presence of Faculty Performance Management System, Students Feedback System, Student Financial Database, and Online Payment Gateway.

	<ul style="list-style-type: none"> ● RTC has clear line of reporting and delivering system. ● Periodic reviews and evaluation carried out, including annual statutory audit.
2.1.4 Leadership and academic autonomy	<ul style="list-style-type: none"> ● RTC is led by competent, qualified and experienced leaders. ● High degree of operational management. ● Academic autonomy functioning within parameters of affiliating universities (RUB & KGUMSB). ● Consultative and collaborative decision making evident from active engagement of various committees and systems.
2.1.5 Strategic development, planning, and implementation	<ul style="list-style-type: none"> ● Strategic Plan 2022-2026 is developed building on success of the past and aspiration of the future, keeping focus on vision, mission and values as well as lessons learned from earlier Strategic Plan (2016-2020). ● A systematic action plan is implemented and monitored to achieve realistic and measurable goals/objectives outlined in the strategic plan. ● Internationalization strategy in place.

2.2 Curriculum Design and Review	
2.2.1 Curriculum design and development	<ul style="list-style-type: none"> ● Curriculum development through market assessment, need analysis, feedbacks from stakeholders, extensive research, broad consultations, and international best practices. ● New programmes include Bachelor in Nursing and Midwifery (2018); Bachelor of Sports and Health Sciences (2022); ● Adheres to the RUB's and KGUMSB's standard operating procedures for validation and adoption.
2.2.2 Curriculum evaluation and review	<ul style="list-style-type: none"> ● A system in place to evaluate and review curriculum as per RUB and KGUMSB regulations.

	<ul style="list-style-type: none"> • Curriculum review process involves stakeholder consultations, graduate tracer study, graduate and current student feedback, employer feedback, summary of module reports prepared by tutors. • The Programme Management Committee (PMC) does the evaluation and review and the changes are endorsed by the College Academic Committee (CAC).
2.2.3 Academic flexibility and programme diversification	<ul style="list-style-type: none"> • Within parameters of RUB regulations, limited up to 30% credit transfers is offered in any programme within country. However, credit transfer from outside is still an obstacle. • Students has flexibility to change programmes after the first week of their classes if they qualify for that programme. • “Semester at Home” programme initiated during the pandemic for students who came back from abroad.
2.3 Teaching, Learning, and Assessment	
2.3.1 Teaching learning process	<ul style="list-style-type: none"> • Academic planning is done prior to the start of academic year and disseminated widely through various platforms such as website and handbooks. • Teaching methodologies used include lecture, project-based, flipped classrooms, presentations, group work, lab practical, field work, guest speakers, blended learning, etc. • ICT is an integral part of teaching-learning process – existence of strong ICT enabled environment.
2.3.2 Assessment process	<ul style="list-style-type: none"> • Assessment system in place as per RUB and KGUMSB regulations. • Implements a comprehensive process for designing assignments, tracking progress, and providing feedback. • Mechanisms for assessing teaching effectiveness include class observation, peer observation, student feedback, student

	<p>consultative meeting, self-reflection and with immediate supervisors, programme committee meetings, RTC classes database, external examiners, etc.</p> <ul style="list-style-type: none"> • RTC has an examination cell and examination committee for the conduct of smooth examination and assessment. • A policy on preventing plagiarism is in place. • Formative and summative assessments are in place.
2.3.3 Student engagement	<ul style="list-style-type: none"> • Mechanisms to promote student engagement include: role-plays/mock sessions, fairs, peer assessment, storytelling, recitations, theatrical performances, demonstrations, consultancy projects, data collection, community service, etc. • There are significant efforts put in place to promote lifelong learning. • Some of the innovative approaches and methods for student engagement include active learning techniques, experiential learning, student-centered learning, use of technology, blended learning.
2.3.4 Teaching-learning materials	<ul style="list-style-type: none"> • Materials are made available either in hard copies or e-books on rtcCloud/VLE (LMS). • Equipment and facilities used include high speed internet connectivity, computer labs, nursing labs, multimedia production facilities and so on.

2.4 Human Resources and Services

2.4.1 Human resource management system	<ul style="list-style-type: none"> • A comprehensive HR policy in place with a service manual. • A well-developed HR management system in place, supported by MIS. • Employee feedback surveys are conducted. • Orientation given to new employees to integrate them into RTC system.
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2.4.2 Quality human resource	<ul style="list-style-type: none"> ● Most of the faculty members have minimum of Master's Degree. ● Faculty-student ratio is 1:15. ● Recruited competent national, regional and international faculty members.
2.4.3 Human resource development	<ul style="list-style-type: none"> ● HRD plan in place. ● Provides trainings and capacity development programmes for faculty and non-academic staff members. ● Policies and practices exist to recognize and reward performing employees. ● 1-2% of the total operating budget is kept for HRD.
2.4.4 Service conditions	<ul style="list-style-type: none"> ● HR Service Manual in place. ● Effective monitoring and evaluation system in place. ● Measures for attracting and retaining quality faculty are in place. ● Workload-driven compensation structure for faculty members exists.

2.5 Research, Publications, and Linkages	
2.5.1 Research culture	<ul style="list-style-type: none"> ● Vibrant research culture exists with appropriate policies and guidelines. ● Regular professional development on research skills conducted. ● Various research events have been organized. ● Most programmes have research as one or more mandatory modules.
2.5.2 Research and publication	<ul style="list-style-type: none"> ● Research journal <i>Rig Tshoel: Research Journal of the Royal Thimphu College</i> was started in 2018. ● Five volumes of <i>Rig Tshoel</i> have been published till date. ● About 20 peer-reviewed articles by RTC faculty have been published in international journals.

	<ul style="list-style-type: none"> • In the last three years, 23 book chapters and 26 conference papers were also published. • Database of research works and publications maintained.
2.5.3 Consultancy and extension services	<ul style="list-style-type: none"> • Faculty and staff members undertake consultancy projects guided by the RTC's internal policy on consultancy services. • Business Development Office looks after consultancy services. • RTC provided consultancy services for national organizations such as YDF, JAB, BMF, ACC, FITI, DAHE, Jigme Singye Wangchuck School of Law, NEC, UNDP, and RUB.
2.5.4 Collaborations & linkages	<ul style="list-style-type: none"> • RTC has numerous collaborations and linkages, both national, regional and international, through faculty and student exchange programs. • RTC has over 60 international collaborations and partnerships. • RTC also has linkages with many national institutions and agencies.

2.6 Infrastructure and Learning Resources	
2.6.1 Academic infrastructure	<ul style="list-style-type: none"> • Quality academic infrastructure in place. • WiFi network covers both the academic and residential areas. • RTC has quality facilities and modern amenities to run all its educational programmes. • Spacious library, Entrepreneurship and Knowledge Centre (EKC) and Qualitative Research Methodology (QRM) Labs were also created.
2.6.2 Residential infrastructure	<ul style="list-style-type: none"> • Provision of a safe, secure, quality and hygienic residential housing. • On campus accommodation available for critical service providers and key administrators.

	<p>Hostels for females have common rooms for multipurpose uses; Boys' hostels do not have common rooms, although the RTC teahouse has been brought about as a substitute common space for all students. Boys also observed to prefer more outdoor and sports facilities.</p>
2.6.3 Recreational and other facilities	<ul style="list-style-type: none"> ● RTC Teahouse has been created as a common working and social space for students. ● College upgraded its football field with a full-fledged artificial turf. ● Numerous facilities for outdoor and indoor games and sports, multi-purpose hall, cafeteria, and convenience store in place. ● Basic facilities exist for the visually impaired as well as for Paralympian students.
2.6.4 Library services	<ul style="list-style-type: none"> ● Library team is headed by a qualified librarian and two experienced full-time staff members, assisted by student library assistants. ● Library is open 7 days a week. ● RTC has tie-up with Wheaton College/USA, providing the college access to over 180 subscription database resources. ● Library Management System in place. ● Library Portal provides digital resources and have access to databases such as ScienceDirect, Sage Knowledge eBook, JSTOR, ProQuest, and so on.
2.6.5 Safety and maintenance of physical infrastructure	<ul style="list-style-type: none"> ● Observed that overall campus infrastructure and facilities are maintained neat and clean. ● RTC Disaster Management and Contingency Plan in place and mock drills carried out including fire safety training programs. ● Estate management team ensures the upkeep of facilities through regular maintenance. ● Engages professional architect firms to take safety measures from the conceptual stage of construction.
2.6.6 ICT services	<ul style="list-style-type: none"> ● RTC has impressive IT infrastructure.

	<ul style="list-style-type: none"> ● RTC has developed a long-term investment plan prioritizing critical areas for improvement aligned with the overall Strategic Plan 2022-2026. ● Data backup and disaster recovery plan in place. ● RTC uses local cloud storage (cloud.rtc.bt) and Google workspace.
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2.7 Student Services	
2.7.1 Admission process and student record	<ul style="list-style-type: none"> ● Admission is based on eligibility criteria set by RUB & KGUMSB. ● Admission process is transparent. ● Admission of international students are processed through RTC International Relations Office. ● Admission decisions are declared online. ● Student records are maintained in RTC student database.
2.7.2 Student progression	<ul style="list-style-type: none"> ● An efficient monitoring mechanism in place to enhance student progression and minimize student attrition. ● Student progression is regularly monitored and interventions for improvement are provided. ● Exam results analyzed and intervention measures adopted. ● Corrective and preventive actions in place for students at risk of failing. ● A system instituted to recognize and reward high achieving students.
2.7.3 Student engagement activities	<ul style="list-style-type: none"> ● A dedicated fund for students to participate in various events at the national, regional and international levels is secured. ● RTC students engage in various competitions and won several of them, e.g., innovation award from Mekong Business Challenge, Student Entrepreneurship award from Druk Tshongrig Gaten and represented in Global

	<p>Student Entrepreneurship Award in Cape Town.</p> <ul style="list-style-type: none"> • Less participation and integration of day-scholar students into larger college activities. • Started various journals to engage students in different programmes.
2.7.4 Student support systems	<ul style="list-style-type: none"> • Student Government (SG) members are elected by the entire student body to give voice to students. • SG gets a budget for carrying out various activities. • Career Development Office in place providing career and personal counseling. • Financial support and welfare schemes in place. • Student grievance redressal system in place. • Student life survey is undertaken every year to improve facilities on campus. • Trained health in-charge stationed on campus to give health support to students.
2.7.5 Special needs and Inclusive services	<ul style="list-style-type: none"> • College provides equal opportunities for all genders across the spectrum of college life. • Laptop and audio recording equipment is provided to the visually impaired students and exam papers are transcribed into braille; modified toilets for physically challenged not observed, although no wheelchair bound students till date have approached for admission to the College. • Six faculty members trained for special needs in the University of Minnesota and the University of Birmingham. • Policy for special needs could be strengthened.
2.7.6 Graduate employability	<ul style="list-style-type: none"> • RTC graduates have done well in RCSC graduate selection exams. • Tracer study and feedback seeking system in place on the performance of graduates at the workplace. • Strategies to enhance graduate's employability in place including internship opportunity.

	<ul style="list-style-type: none"> • Career Development Office helps in developing skills and knowledge needed for the job market.
2.7.7 Alumni engagement	<ul style="list-style-type: none"> • RTC Alumni Association in place. • A system in place to recognize outstanding alumni. • Alumni office does the networking with its alumni and maintains the records. • Alumni members were invited as guest speakers for events including opportunities to participate in international and national events. • Alumni online portal available to network among alumni themselves.

2.8 Internal Quality Assurance and Enhancement System	
2.8.1 Quality assurance system	<ul style="list-style-type: none"> • Quality Assurance and Enhancement Committee (QAEC) has been in place. • Feedback mechanisms include student academic feedbacks, consultative meetings, annual feedback surveys, exit surveys, and student life surveys. • All relevant departments and committees have policies and SOPs for check and balance.
2.8.2 Continuous quality enhancement	<ul style="list-style-type: none"> • Culture of self-reflection integrated into various areas and self-appraisal systems embedded into PMS. • Recommendations from the previous accreditation are implemented. • All feedback gathered is analyzed and presented in CMC meetings for self-reflection and improvement including debriefing.
2.8.3 Innovative practices	<ul style="list-style-type: none"> • Innovative practices include Bhutan Dialogue series; automation of budgeting processes; ICT enabled processes, and so on. • Wheaton-RTC study-abroad programme won Innovative New Study Abroad Program in USA.

	<ul style="list-style-type: none"> ● CITL and Entrepreneurship Knowledge Centre have been established to provide services.
2.8.4 Institutional branding	<ul style="list-style-type: none"> ● Marketing strategy in place. ● RTC branding tagline “Inspiring Education in Bhutan” is widely visible. ● Has dedicated marketing office with two full-time officers. ● Online presence such as website, Facebook, Instagram, Twitter, YouTube, and LinkedIn.
Part 3: Overall analysis	<p><i>Observations</i> <i>Note: Please limit to five major ones for each; use telegraphic language; It is not necessary to have all five bullets under each</i></p>
3.1 Institutional strengths	<ul style="list-style-type: none"> ● Green campus with standard infrastructure ● Effective use of technology ● Vast institutional linkages ● Successful institutional branding ● Continuous quality enhancement ● Dynamic leadership ● Strong research culture
3.2 Institutional Areas for improvement	<ul style="list-style-type: none"> ● Internationalization is a strength, but continuous innovation and improvement is still encouraged. ● Infrastructure, facilities and teaching-learning materials for special needs students. ● Services, facilities and protocols for nursing students in teaching hospital could be reviewed and monitored. ● International “inward” credit transfer system. ● Integration and engagement of day-scholar students into larger RTC community activities.

<p>3.3 Institutional opportunities</p>	<ul style="list-style-type: none"> ● Further diversification on electives and programmes, based on the national transformation including STEM related programmes. ● Improve infrastructure, facilities and teaching-learning materials for special needs students. ● Pursue international “inward” credit transfer system. ● Strengthen internships and on-campus recruitment drive. ● Strengthen services, facilities and protocols for nursing students in teaching hospitals. ● More engagement and integration of day-scholar students with larger RTC community activities.
<p>3.4 Institutional challenges</p>	<ul style="list-style-type: none"> ● Huge campus makes it difficult to do maintenance. ● Catering to diverse needs of students and faculty considering the size. ● Getting best-fit faculty and retaining them. ● Obstacle to inward credit transfer. ● Retaining of students.

Section 4: Recommendations – Standard-wise

Standard 1: Governance, Leadership and Management

- Keep up the good leadership vision and practices.

Standard 2: Curriculum Design and Review

- Explore more new programmes though college has added few new programmes.

Standard 3: Teaching, Learning and Assessment

- Innovative practices and use of ICT tools have been progressive. Can enhance further.

Standard 4: Human Resources and Services

- More strategies could be explored to attract the best of students, faculty, and staff.

Standard 5: Research, Publications and Linkages

- More individual level research publications and publishing of books could be explored by all faculty.
- More student led research could be aimed to be published in the peer-reviewed journals.

Standard 6: Infrastructure & Learning Resources

- Inclusive infrastructure and learning resources could be strengthened.
- Common rooms for boys' hostels can be explored.

Standard 7: Student Services

- Encourage more strategies and activities to integrate and engage day-scholar students into larger RTC community activities.
- Services, facilities and protocols for nursing students in teaching hospitals could be reviewed and monitored.

Standard 8: Internal Quality Assurance and Enhancement System

- Keep innovating and enhancing the good practices in place.

I agree with the observation of the assessors as mentioned in this report.

Jayant
5/5/2023
Shiva Raj Bhattarai

Name & dated Signature of the Head of the institution

Seal of the institution



Name & Signature of the assessors:

Name	Designation	Dated Signature
Mr. Karma Yeshey	Chairperson	<i>[Signature]</i> 5/5/23
Mr. Tashi Chonjur	Member	<i>[Signature]</i> 5/5/23
Ms. Tshering Cheki	Member	<i>[Signature]</i> 5/5/23
Mr. Nima Tshering	Member	<i>[Signature]</i> 5/5/2023

Name & Signature of HEQC officials

Name	Designation	Dated Signature
Mr. N.B. Raika	Specialist	<i>[Signature]</i> 5/5/2023
Ms. Sangye Choden	Chief Programme Officer	<i>[Signature]</i> 05/05/2023
Ms. Nima Lham	Programme Officer	<i>[Signature]</i> 5/5/23
Mr. Sherab Jatsho	Programme Officer	<i>[Signature]</i> 5/5/2023

Section C: Annexure

Brief CV of Assessors

a) Dasho Karma Yeshey (Chairperson for the Team)

Highest Education Qualification	Master of Education (M.Ed., Science Education) – University of Leeds, Leeds, UK (Sept 1993 – Aug 1994)
Job Experience	a. Secretary, Ministry of Education (MoE), Royal Government of Bhutan (RGoB) (13/7/2016 – 1/3/2020) b. Director General, Department of School Education, MoE, RGoB (12/11/2012 – 12/7/2016) c. Director, Department of Adult and Higher Education, MoE, RGoB (2/10/2007 – 11/11/2012) d. Chief, Curriculum and Professional Support Division, MoE, RGoB (19/8/2003 – 30/9/2007) e. Principal of schools under MoE, RGoB in 4 districts (1/5/1987 – 20/12/2003)
Major Achievement	a. Formulation of key policies/documents related to Education in Bhutan b. Initiatives & reforms related to Education in Bhutan

b) Ms Tshering Cheki (Secretary for the Team)

Highest Education Qualification	Master of Nursing Science – Burapha University, Thailand (2021)
Job Experience	a. Officiating Chief Program Officer, JDWNRH, Royal Government of Bhutan (March 2021– till present) b. Clinical Nurse, JDWNRH, Royal Government of Bhutan (2016-2021) c. Clinical Nurse, Yebilaptsa Hospital, Zhamgang (2015-2016)
Other Qualification	a. Global Patient Safety Network Member, World Health Organization. b. Member of community Bhutan Scout, YDF c. RENEW, Domestic Violence Abuse volunteers at JDWNRH d. Part time lecturer at medical colleges. e. ToT for Asian Disaster Preparedness on Hospital Preparedness for Emergencies.

c) Mr Nima Tshering

Highest Education Qualification	Master in Public Administration/International Development, Harvard University, USA (2012)
Job and Professional Experience	<ul style="list-style-type: none"> a. 2018 – 2022: Public Policy Specialist, RGoB b. 2015-2018: Lead Research Consultant, Institute for Excellence and Development, Bhutan c. Aug-Dec 2014: 2014 Echidna Global Scholar, BROOKINGS INSTITUTION – Center for Universal Education, USA d. 2013: Lead Consultant, UNITED NATIONS – Bhutan Country Office e. 2011: Research Assistant, WORLD BANK HEADQUARTER – Sustainable Development Department, USA f. 2009-2010: Professional Assistant to His Majesty the King, HM Secretariat, Bhutan g. 2007-2009: Deputy Royal Chamberlain to His Majesty the King, Bhutan
Major Achievement	<ul style="list-style-type: none"> a. Sword of Honor and Coronation Medal from His Majesty the King of Bhutan in 2008 b. Honored as the 2022 AsiaGlobal Fellow by the AsiaGlobal Institute c. Honored as the 2020 Policy Leader Fellow by the European University Institute d. Honored as the 2013 Young Global Leader by the World Economic Forum e. Honored as the Distinguished Volunteer of the Decade in 2013 by Tarayana f. TEDx New Haven Speaker on Gross National Happiness at Yale University g. Honored as the Delegate of International Achievement Summit 2012, h. Washington DC, as an emerging young leader of the world i. Member, Golden Key International Honour Society j. Member, Eta Kappa Nu (Honour Society for Electrical Engineers)

d) Mr Tashi Chonjur

Highest Education Qualification	Master of Education with Post Graduate Certificate in Education and Certificate in Education planning and Management (2008)
Job Experience	<ol style="list-style-type: none">a. 2006 – 2009: Principal of Nangkor Higher Secondary School and brought the school in top 10 in the National ranking within three years' timeb. 2009-2010: Principal of Chhukha Higher Secondary School and in two years' time, the school was in top 10 in National rankingc. 2011-2014: appointed as District Education Officer through the open competitive selection process
Other Qualification	<ol style="list-style-type: none">a. Founder and CEO of iED Portfolio Companies since September 2014 till dateb. Trained National Accreditor since 2015c. One of the Lead Trainer and Consultant for iED since 2014

List of facilities visited/checked

- 1) RTC Training and Professional Service Center
- 2) Football ground
- 3) Futsal ground
- 4) Laundry room
- 5) SEISA Fitness Center
- 6) Mess
- 7) Residence Halls
- 8) Infirmary
- 9) Counselling room
- 10) Cafeteria
- 11) Library
- 12) Qualitative Research Lab
- 13) Entrepreneurship Knowledge Center
- 14) Computer labs
- 15) Mass Communication Lab
- 16) Classrooms
- 17) AV lab
- 18) LRC
- 19) Nursing Lab
- 20) Nursing Skills Lab
- 21) RTC FC Office
- 22) CITL
- 23) SGB room
- 24) Alter
- 25) MPH
- 26) Lungtenphu Military Hospital

List of documentary evidence checked/verified

Standard	Documents	Remarks
1. Governance, Leadership, and Management	Detailed strategic plan of the college.	Checked
	TAT for various Leaders, College Management Committee Plan	Checked
	Audit report (external, internal) if any.	Checked
	List of Board members of College Governing Board.	Checked
	List of members of the College Management Committee.	Checked
	List of committees and meetings conducted in one academic year with evidence.	Checked
2. Curriculum Design and Review	Need analysis records	Checked
	Records of expert engagements from government, industries and private sector in developing curriculum	Checked
	Curriculum review report for B. Sc. Nursing, Business programs,	Checked
3. Teaching, Learning and Assessment	Student's consultation report/sample	Checked
	Student's research and Project work samples	Checked
	Formative Assessment samples	Checked
4. Human Resources and Services	Professional Development needs analysis records	Checked
	Criteria for Appointment of Programme Leaders and Chairs of different committees	Checked
	Continuous improvement plan	Checked
	HR policy on internal service rules and regulations	Checked
	Student's research and Project work samples	Checked

5. Research, Publications, and Linkages	MoU between RTC and Jember University [Indonesia]. Between RTC and Colorado Mountain University.	Checked
	Collaboration proof with Sherubtse, NRC and GCBS	Checked
6. Infrastructures & Learning Resources	Library Committee reports and SOPs	Checked
	Innovative initiatives to promote reading?	Checked
	Budget allocation for purchase of books and references	Checked
	Drinking water quality report	Checked
7. Student Services	Student satisfaction survey record	Checked
	Welfare policy document	Checked
	Inclusive policy	Checked
	Mess menu	Checked
	Feedback on meals	Checked
	Guideline for Student Election.	Checked
	Sexual harassment policy	Checked
	Tracer study record	Checked
	Alumni feedback records	Checked
	Alumni Profile Database.	Checked
8. Internal Quality Assurance and Enhancement System	Meeting Minutes of the QAEC.	Checked

List of Meetings conducted

a. Management

College Management

Registration form for the Site visit to Royal Thimphu College
(01 - 05 May 2023)

Sl. No.	Name	Designation	Agency	Contact No.	Email Id.	Signature
1	Tenzing Yonten	F. Director	RTC	17110102	director@rtc.bt	
2						
3	Suman Patel	Dean, External Rel.	RTC	17823356	sumanp@rtc.bt	
4	Dalen Dellar	Registrar	RTC	77292380	delandellar@rtc.bt	
5	Bikash Chhetri	Head AFD	RTC	17304070	bikash@rtc.bt	
6	Shiva Raj Bhattarai	Dean, Acad	RTC	17645360	dean@rtc.bt	
7	Teshu Chogyal	CCO	IED	12975757	tchogyal@gmail.com	
8	NIMA TSHERING	Prof.	PUT	17441370	nimatshering@gmail.com	
9	TSHERING CHEKI	Offl. CPO	JDUNEP, MOH	9975-176670	tchek@jdu.nh.gov.bt	
10	Karna Yeshy	Prof.	PUT	17603629	karnayeshy1007@gmail.com	
11	N. B. Raike	Specialist	HEOC, BSLA	17727170	nbraike@nrc.gov.bt	
12	Samyo Choden	CPO	HEOC, BSLA	17662138	chigpaodan@gmail.com	
13						

b. Academic Staff

Academic Staff

Registration form for the Site visit to Royal Thimphu College
(01 - 05 May 2023)

Sl. No.	Name	Designation	Agency	Contact No.	Email Id.	Signature
1	Sanjeev Mehta	Professor	RTC	17645532	smehta@rtc.bt	
2	Suman Deki	Professor	RTC	17648318	sonand@rtc.bt	
3	Suman Chel	Associate Professor	RTC	17589585	sumanchel@rtc.bt	
4	King T. Leang Chel	Professor	RTC	77556677	kingt@rtc.bt	
5	Zapma Z. Yantson	Lecturer	RTC	77739889	zapmaz@rtc.bt	
6	Rasim Lama	"	"	17556291	rasim@rtc.bt	
7	Ruma Tamang	Lecturer	"	77700831	ruma@rtc.bt	
8	Pramita Manu	Senior Lecturer	"	17906447	pranita@rtc.bt	
9						
10						
11						
12						
13						

Academic Staff

Registration form for the Site visit to Royal Thimphu College
(01 - 05 May 2023)

Sl. No.	Name	Designation	Agency	Contact No.	Email Id.	Signature
1	Dolma Roden	Associate Professor	RTC	17659982	dolmaroden@rtc.bt	
2	Vanlallawankimi	Asso prof	RTC	17553627	kimi@rtc.bt	
3	Jigme Tashi	Senior Lecturer	RTC	17626787	jigmetashi@rtc.bt	
4	ARINDAM GHOSH	Professor	RTC	17306470	arindam@rtc.bt	
5	NITHIL DENNIS	ASSOCIATE PROFESSOR	RTC	17513364	nithildennis@rtc.bt	
6	Tshering Dorji	Lecturer	RTC	17521172	tshering@rtc.bt	
7	Devi Wangmo	Sr. Lecturer	RTC	17107222	devi@rtc.bt	
8	Thinley Doma	Associate Lecturer	RTC	17988607	thinleydoma@rtc.bt	
9	Leishipom Khamrang	Professor	RTC	17891899	leishipom@rtc.bt	
10	Kirley Dorji	Lecturer	RTC	17332610	kirley@rtc.bt	
11						
12						
13						

c. Non-academic Staff

Non-Academic Staff

Registration form for the Site visit to Royal Thimphu College
(01 - 05 May 2023)

Sl. No.	Name	Designation	Agency	Contact No.	Email Id.	Signature
1	Asish Rai	Asst. Academic Manager	RTC	17824771	asishrai@rtc.bt	
2	Shreeb Choden Dorji	Asst. Academic Officer	RTC	17334497	shreebchoden@rtc.bt	
3	Nirima Norbu	Asst. Academic Officer	RTC	17505524	nirimanorbu@rtc.bt	
4	Sonam Lingpa	Asst. Academic Officer	RTC	17801349	sonamlingpa@rtc.bt	
5	Prakash Sharma	Finance Manager	RTC	77367149	prakashsharma@rtc.bt	
6	Mon Maysa Chetri	Finance Officer	RTC	7741232	monmaysa@rtc.bt	
7	Tshering Yangden	Business Dev. Officer	RTC	17592681	tsheringyangden@rtc.bt	
8	Kingpa Pem	Marketing Officer	RTC	17617161	kingpapedem@rtc.bt	
9	Koncho Pelzom	IT Manager	RTC	17272085	konchopelzom@rtc.bt	
10	ALBERT RAAL	Head Unit	RTC	77779528	albertraal@rtc.bt	
11	CHIMI YUDEN	Program Officer	CITL/RTC	17962621	chimiayuden@rtc.bt	
12						
13						

Non-Academic Staff

Registration form for the Site visit to Royal Thimphu College
(01 - 05 May 2023)

Sl. No.	Name	Designation	Agency	Contact No.	Email Id.	Signature
1	Nangay Wangdi	Asst. Estate Manager	RTC	17992273	nangaywangdi@rtc.bt	
2	Dawa Dawa	Sr. Admin	RTC	77214015	dawadawa@rtc.bt	
3	Yeshay Thendup	Asst. HC Manager	RTC	17111336	yeshaythendup@rtc.bt	
4	Jangay Chetri	Asst. HC Manager	RTC	17337877	jangaychetri@rtc.bt	
5	Kinjal	Asst. HC Manager	RTC	17574554	kinjal@rtc.bt	
6	Deeprajali Dewar	Head of Office / Student Welfare Officer	RTC	19581088	deeprajalidewar@rtc.bt	
7	Ganesh Pokhrel	Asst. Staff Officer	RTC	17505572	ganeshpokhrel@rtc.bt	
8	TEJINDER CHHAWAN	Ed. Counselor	RTC	7775557	tejinder@rtc.bt	
9	Labi Devi Tamang	Finance Officer	RTC	17529105	labidevi@rtc.bt	
10	Sonam Chophel	IT Officer	RTC	17319440	sonamchophel@rtc.bt	
11	Nangay Tshering	IT Manager	RTC	17115385	nangaytshering@rtc.bt	
12	Pem Tshering	Asst. Manager	RTC	17641499	pemtshering@rtc.bt	
13	Bikar Chetri	Head AFD	RTC	17507071	bikar@rtc.bt	

d. Students

Students

Registration form for the Site visit to Royal Thimphu College
(01 - 05 May 2023)

Sl. No.	Name	Designation	Agency	Contact No.	Email Id.	Signature
1	Gyidok Namgyal	CR	RTC	17910130	113670gyidok@rtc.bt	
2	Pema Yeshey	BA / RA	RTC	77777362	107107pema@rtc.bt	
3	Pelden Lhamo	RA/Club Coordinator	RTC	17522366	107619peld@rtc.bt	
4	Gyidok Yeshey TIN Akai	Information Student Rep.	RTC	77777281	107719gyidok@rtc.bt	
5	Kezang Wangdi	Day-scholar representative	RTC	17516650	107718kezang@rtc.bt	
6	Ugyen Tshering	RA/Club Coordinator	RTC	17517761	107100ugyen@rtc.bt	
7	Karma Ngelden	RA/Club Coordinator	RTC	17312790	10657karma@rtc.bt	
8	Cheki Wangmo Shup	Class representative	RTC	77832742	110261cheki@rtc.bt	
9	Monita Subba	Class Representative	RTC	17319696	11054monita@rtc.bt	
10	Senam Tshel Jabs	RA	RTC	1727642	107662senam@rtc.bt	
11	Senam Wangchuk	RA	RTC	77664577	11353senam@rtc.bt	
12	Thubten Tshering	CR	RTC	17310921	110971thubten@rtc.bt	
13	Nhandu Om	Female Student Source Coordinator	RTC	1746459	110599nhandu@rtc.bt	
14	Nangay Zangax	First-year rep	RTC	17692247	113421nangay@rtc.bt	
15	Sangay Lhamo	Gen Assistant	RTC	17515005	11356sangay@rtc.bt	
16	Kinga Khazom	Library Assistant	RTC	17549893	11356kinga@rtc.bt	

Students

Sl. No.	Name	Designation	Agency	Contact No.	Email	Signature
1	Dronachol, Chocuwami	Student	RTC	17899992	108526dronachol@rtc.bt	
2	Anusha Gurung	Student	RTC	17453215	108401anusha@rtc.bt	
3	Jumay Tshewang	Student	RTC	17359316	109993jumay@rtc.bt	
4	Kinley Wangchuk	Student	RTC	7745224	109111kinley@rtc.bt	
5	Bogal Subba	Student	RTC	17529821	11591bogal@rtc.bt	
6	Shedath Pradhan	Student	RTC	77648382	108318shedath@rtc.bt	
7	Tashi Yangdon	Student	RTC	22417463	111677tashi@rtc.bt	
8	HARVEER Anzajoti	Student	RTC	17525215	109205harveer@rtc.bt	
9	Jigme Gawa	Student	RTC	77398229	108330jigme@rtc.bt	
10	Pasang Dorji	''	''	77450910	108108pasang@rtc.bt	

List of assets and properties valuation

ROYAL THIMPHU COLLEGE
NGABIPHU, THIMPHU, BHUTAN
NOTES FORMING PART OF THE STATEMENT OF FINANCIAL POSITION
AS AT 31ST DECEMBER 2022

NOTE NO-2: DETAILS OF PROPERTY, PLANT & EQUIPMENT

Particulars	Rate of Depn.	GROSS BLOCK				DEPRECIATION				NET BLOCK		
		Gross Block as on 01.01.22	Additions & adjustment during the year	Disposal/ adjustment during the year	Balance as on 31.12.22	Accumulated Depreciation as on 01.01.22	Prior Year	For the year	on disposal/ adjustment	Accumulated Depreciation as on 31.12.22	Net Block as on 31.12.22	Net Block as on 31.12.21
Land		125,000,000	963,900,000		1,088,900,000					1,088,900,000	125,000,000	
Buildings - Permanent	3%	491,381,588	523,636,624		1,015,018,211	156,965,447		18,876,686		175,842,133	839,176,079	334,416,141
Other Infrastructural Facilities	3%	112,886,519	18,113,485		131,000,004	28,010,555		3,617,037		31,627,592	99,372,412	84,875,964
Computer & Equipment	15%	48,454,778	6,087,208		54,541,986	34,261,899		3,560,025		37,821,924	16,720,062	14,192,879
Furniture & Fixtures	15%	30,247,422	1,443,655		31,691,077	23,605,594		1,366,675		24,972,269	6,718,808	6,641,828
Vehicles	15%	5,932,568	-		5,932,568	5,099,739		200,775		5,300,514	632,054	832,829
Library Book	15%	4,228,189	189,695		4,417,884	2,890,912		436,381		3,327,293	1,090,591	1,337,277
Buildings - Semi Permanent	20%	4,782,342	-		4,782,342	3,385,945		421,021		3,806,966	975,375	1,396,396
Temporary Structure	50%	73,150	-		73,150	73,148		-		73,148	2	2
TOTAL :		822,986,555	1,513,370,666		2,336,357,221	254,293,239		28,478,600		282,771,839	2,053,585,382	568,693,316

NOTE NO-1: DETAILS OF PROPERTY, PLANT & EQUIPMENT

Particulars	Balance as on 31.12.22
Land	1,088,900,000
Buildings - Permanent	1,015,018,211
Other Infrastructural Facilities	131,000,004
Computer & Equipment	54,541,986
Furniture & Fixtures	31,691,077
Vehicles	5,932,568
Library Book	4,417,884
Buildings - Semi Permanent	4,782,342
Temporary Structure	73,150
TOTAL :	2,336,357,221

Schedule of the site visit

Day	Activities	Remarks
1 May 2023 (Monday)	<ol style="list-style-type: none"> 1. Meeting with the management (1hour) 2. Meeting with academic staff (1hour) 3. Meeting with non-academic staff (1hour) 4. Meeting with student representatives (1 hour) 5. Assessors' meeting/ evidence verification 	<ol style="list-style-type: none"> 1. Please provide class timetable for the week <i>Note: 15 minutes of presentation and 40 minutes for discussion.</i>
2 May 2023 (Tuesday)	<ol style="list-style-type: none"> 1. Campus tour 2. Validation of ISAR by the accreditation team 3. Assessors' meeting/ evidence verification 	<ol style="list-style-type: none"> 1. Please provide a guide for the campus tour <i>Note: We will inform you if the team needs additional/supporting documents to be furnished</i>
3 May 2023 (Wednesday)	<ol style="list-style-type: none"> 1. Classroom observation 2. Visit the teaching hospital 3. Assessors' meeting/ evidence verification 	
4 May 2023 (Thursday)	<ol style="list-style-type: none"> 1. Meet relevant parties, if necessary 2. Assessors' meeting/ evidence verification <ul style="list-style-type: none"> ● By 2 PM: Share the draft Assessor's Report with the institutes for their reference. ● By 5 PM: Share the Assessor's Report with the assessors with comments, if any. 	<ol style="list-style-type: none"> 1. The institute can seek or provide clarification from/to assessors after the receipt of draft Assessor's Report. <i>Note: We will inform if the team wants to meet any relevant person, if necessary</i>
5 May 2023 (Friday)	<ol style="list-style-type: none"> 1. Assessors finalize the report 2. Exit meeting (present and sign the report) 	<p>The assessors will present preliminary findings to the management.</p> <p><i>Note: The team will inform the time for the meeting (2 hour meeting).</i></p>

