College of Science and Technology
Royal University of Bhutan

Part 1: General information

1.1 Name and Address of the Institute	College of Science and Technology, Rinchending, Phuentsholing, Bhutan
1.2 Year of establishment	2001

1.3 Current academic activities at the institution (Number)

Faculties /Schools	
Departments/Centres	5
Programmes/Courses offered	UG: 10; PG:2; Total:12
Regular faculty members	Male:50 Female: 20 Total: 70
Contract faculty members	Male:11 Female: 3 Total: 14
Others (e.g. Adjunct)	Male:3 Female: 1 Total: 4
Staff (Technical, administrative & suppor Female: _	Male: 49; Female: 20 Total: 69
Students	Male:915 Female: 371 Total: 1286
1.4 Three major features in the institutional context (As perceived by the assessors)	- Progressive Institute: - Sound Administration, Management and Governance systems - Adequate Infrastructure, Facilities and Resources for academic programs. - Relevant programs proactive to market trends, collaboration and linkages
1.5 Date of visit	27th - 31st October

1.6 Composition of the team of assessors:

Chairperson	Name: Tshewang Tandin
Other members	Name: 1. Leki Choden 2. Surjay Lepcha 3. Tshering Pelden
HEQC officials	Name: Kuenzang Dorji

Part 2: Key-Aspect-wise analysis	Observations (Strengths and/or areas for improvement on Key Aspects)
2.1 Governance, Leadership and Management	
2.1.1 Vision and Mission	• The Vision aligns with University's and National goals. • Strategic plans align with Vision and Mission. • Inconsistent mission/core values statements; need awareness for staff and students.
2.1.2 Organizational Structure and Management	• Well-structured organogram with clear responsibilities. • Clear SOPs and TORs in place. • Participatory decision making with mentoring and coaching programs reported.
2.1.3 Accountability and Transparency	• Sound financial management systems in place. • Dynamic resource mobilization strategies in place.
2.1.4 Leadership and Autonomy	• Competent and qualified leadership position holders. • Autonomy in management confined to RUB policies and frameworks. • Coaching and mentoring for succession and motivation observed
2.1.5. Strategic Development, Planning, and Implementation	• Strategic Plan & Annual plans in place. • Annual review done through PDCA cycle. • Challenges reported in implementation of strategic plans
2.1.6 Data and Information Management	• Centralized repository maintained with RUB's system. • Data utilization evident on academic and HR planning.
2.2 Academic System	
2.2.1 Programme Design, Development and Review	• Programs in place as per RUB's Wheel of Academic Law and defined SOP. • Introduced new and relevant programs and reviewed old ones.

2.2.2 Academic Flexibility and Programme Diversification	• Program choice and academic flexibility provisions available within the policies and frameworks. • Diversification of programmes happens during periodic reviews. • Difficulty in credit transfer system observed.
2.2.3 Academic Planning and Delivery	• Academic plans are implemented in accordance with APA and IWPS. • Intervention mechanisms after evaluation of teaching effectiveness observed through student feedback and other means.
2.2.4 Assessment Practices	• Implemented through defined Programme Documents, SoPs and Frameworks. • Reduction in dropout rates observed. • Students recognition & reward mechanisms in place which can be enhanced/diversified.

2.3 Human Resources

2.3.1 Human Resource Management System	• RUBHRRR in the place with clear information on the recruitment process . • 3 types of succession planning are observed (twice a year).
2.3.2 Human Resource Developments	• Required skills upgrade and development programs are mentioned. • Seminars and workshops, PhD programs available. • Professional Development are project tied and HRD budget proposed from this year. • Annual operating budget in place. • HRD master plan in place with description of HR requirements

2.4 Research, Publications, and Linkages

2.4.1 Research Culture	• Comprehensive research culture is available with required labs and centers for research. • Diverse sources of funding available. • Impactful research activities are explored.
2.4.2 Research and Publications	• Peer reviewed published research papers are evident. • Maintains dedicated and accessible journal.

2.4.3 Consultancy and Professional Services	• Consultancy and Professional services are implemented according to RUB research policy. • External consultancy projects are executed. • Community engagement through social services observed.
2.4.4 Collaborations and Linkages	• Several collaborations and linkages with Industries established. • The collaboration mechanism follows the RUB Research policy- limited to Research collaboration.

2.5 Infrastructure and Learning Resources

2.5.1 Physical Infrastructure	• Impressive academic infrastructure and learning facilities observed. • Some student accommodations are congested and un-hygienic. Universal designs not observed. • Sports facilities are available. • Key personal housing support available.
2.5.2 Academic Support Services	• Library with spacious learning space and adequate resources available. • Internet access available in the campus.
2.5.3 Safety and Maintenance of Physical Infrastructure	• Mock drills carried out and Emergency Assembly Points identified. • Disaster management and contingency plan in place. • Maintenance carried on need basis

2.6 Student Services

2.6.1 Admission Process and Student Record	• Admission policy and procedures are well documented and guidelines followed. • Clear admission criteria and course information are provided.
2.6.2 Student Welfare, Engagement, and Support System	• In campus infirmary available with full time Health Assistant. • Grievance and redressal process available. • The Student Semso system is available. • Psychosocial and life skills programs can be enhanced. • The student body is operational and effective.

2.6.3. Graduate Employability	• Campus recruitment in place. • Outstanding graduates recognised at the college level.
2.6.4 Alumni Engagement	• Some alumni led projects are evident. • Alumni profile maintained.

2.7 Internal Quality Assurance and Enhancement System

2.7.1 Internal Quality Assurance System	• IQA system for academic programs operational. • Feedback system in place. • Initiatives towards recommendation from previous accreditation partially evident.
2.7.2 Innovative Practices	• Innovative practices impactful projects are executed. • Initiatives to promote and sustain practices are evident.
2.7.3 Institutional Branding	• Branding done through mass media, websites and social media. • International Accreditation pursued.

Part 3: Overall analysis	Observations
3.1 Strengths	• Relevant programs offered with adequate support resources. • Strong team spirit and camaraderie. • Progressive and proactive academic development plans • Strong research culture will collaborations and linkages • Green campus with sports and recreational facilities.
3.2 Areas for improvement	• Safety and disaster management. • Student wellbeing and living conditions. • Comprehensive plan for HR development.
3.3 Opportunities	• Optimization and utilization of infrastructures/facilities & human resource competence. • Execution of impactful external projects

	• (scientific/technical) to benefit the community. • Organization of ideation and entrepreneurial programs. • Establishment of robust exchange programs (students/faculty).
3.4 Challenges	• Dependence on RUB policies and frameworks. • Resource/budget constraint - for HRD, program diversification and infrastructures & facilities.

Part 4: Recommendations (Standard-wise)

1. **Standard 1: Governance, Leadership and Management**

   1.1. Display Vision, Mission and Core Values visibly and cohesively across the institution.
   1.2. Enhance planning and appraisal systems to incorporate motivational and inspirational factors.
   1.3. Segregate strategic plans into short term, medium term and long term with implementation plans and progress reports.
   1.4. Strengthen data information utilization in planning and decision making, particularly in the student wellbeing.

2. **Standard 2: Academic System**

   2.1. Strengthen pedagogical approaches.
   2.2. Institutionalize robust and effective credit transfer systems.

3. **Standard 3: Human Resources**

   3.1. Allocate a dedicated annual budget for capacity building and Human Resource Development.

4. **Standard 4: Research, Publications, and Linkages:**

   4.1. Develop comprehensive consultancy and professional service policy.
   4.2. Enhance community services through scientific and technical inputs.
   4.3. Strengthen sustainable collaboration system.

5. **Standard 5: Infrastructure and Learning Resources:**

   5.1. Institutionalize functional and effective mechanisms for timely maintenance of all physical infrastructure -Student accommodation needs urgent maintenance.
   5.2. Enhance learning spaces and services accessibility (library reading space and printing services for extended hours).

5.3. Improve internet-speed/band width.

5.4. Strengthen the implementation of disaster management and contingency plans.

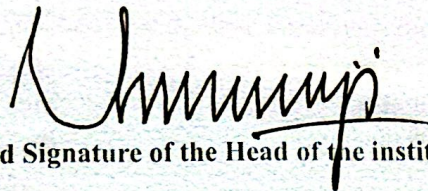5.5. Enhance safety and accessibility through signages, streetlight, universal designs features, etc.

6. **Standard 6: Student Services**

6.1. Recruit a full time Counsellor.

6.2. Enhance alumni engagement in projects and institutional branding.

7. **Standard 7: Internal Quality Assurance and Enhancement system**

7.1. Enhance IQA policy and implementation.

7.2. Enhance innovative practices to address issues faced by the college

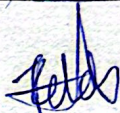I agree with the observation of the assessors as mentioned in this report.

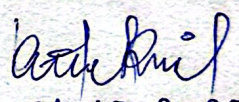**Name & Dated Signature of the Head of the institute**

Seal of the institute

Name & Signature of the Assessors:

Name	Designation	Dated Signature
Tshewang Tandin	Chairperson	
Leki Choden	Member	
Surjay Lepcha	Member	
Tshering Pelden	Member	

Name & Signature of HEQC officials

Name	Designation	Dated Signature
Kuenzang Dorji	Sr.PO	81-10-2025