



**Ministry of Education,**

**KINGDOM OF CAMBODIA**  
**NATION RELIGION KING**

**Term of Reference of Research Director in  
Higher Education Institution**

**September 2018**

**Preface**



## Table of Contents

I. Introduction.....	3
II. Vision .....	4
III. Purpose .....	4
IV. Goal .....	4
V. Scope .....	4
VI. Knowledge, hard and soft skills, behavior and role and responsibilities of Research Director .....	5
A. Academic qualifications and work experience .....	5
Research Director must have: .....	5
B. Abilities and Qualifications of Research Director .....	5
C. Critical thinking and innovation .....	6
D. Professional skill.....	7
E. Professional knowledge .....	8
F. Role and responsibilities of Research Director .....	8
VII. Conclusion .....	9

## **I. Introduction**

Research is playing a key role in the improvement of the education quality in all level especially in higher education. Fostering high-level research-based teaching and guidance is a necessary keys success for all HEIs in order to provide a quality and relevant education service on one hand and on the other hand to contribute to produce the human capital to response to the local and regional labor market needs. The vision of RGC pointed out to the structural transformation of Cambodian economy in reaching a middle-income country status by 2030 and a high-income country by 2050. In this regards, transforming and modernizing Cambodia's industrial structure to be a medium and heavy industries must be done because garment industries which use the labor-intensive cannot drive Cambodia's economy to reach its vision. Human capital shaping to response to industry domain as stated in Cambodia Industrial Development Policy 2015-2025 mostly depends on the investment in human capital development. The rapid industrialization, rising middle class and foreign investments are requiring more educated workers. Therefore, the transition from labor intensive to knowledge-based economy is a necessary step towards improvement of the living conditions and income of Cambodian citizens. As a member of ASEAN, Cambodia should undertake more research in order to build its notoriety and comparative superiority in the region.

Meanwhile, Cambodian universities must show their commitment to improve the quality of education through undertaking research in multiple fields. Implementation of research projects, investments in research facilities, creation of partnerships with local, international public and private stakeholders, and providing incentives for researchers to write scientific articles should be their main priorities. According to the report of the World Bank "The Road to the Academic Excellence", research universities are among the central institutions of the 21st-century knowledge economies. They should have the following functions:

- promote deep specialization in specific fields;
- encourage interdisciplinary research activities;
- respond to the needs of society;
- provide objective analyses;
- build a capacity to reach the highest international standards;
- empower students and faculty members to analyze important issues for the society;
- create the good cooperation with businesses and stakeholders in order to know their issues and to propose useful research outcomes.

In addition, key factors which can transform a higher education institution into a research university are the following:

- high concentration of talent (faculty members and students) who are committed and passionate to do research;
- recognition of the status "teacher-researcher";
- hiring competent employees specialized in research with modest teaching responsibilities (they are given the time to undertake and publish research);

- having a rich learning environment and good research facilities with access to international journals;
- having an internal fund for research activities;
- good governance and flexible structure which encourage leadership, strategic vision and innovation;
- Include administrative support in order increase the time spend on research activities;

This ToR for Research Director will contribute to restructure the research system in HEIs and encourage all stakeholders to increase their general knowledge through self-learning and enhance research skills, Information and Communication Technology skills, management skills, professional skills, specialized skills that are necessary to improve the fundamental and applied research in order to strengthen the education service with inclusive, equity, quality and life long learning opportunity for all. This ToR for Research Director also states the qualifications of the Research director, which are necessary to ensure the role and responsibilities at the head of Research Center among the HEIs.

## **II. Vision**

All HEIs in Cambodia ensure their main role and duty that are providing knowledge, skills, good behavior and research scientific skills with inclusive, equity, quality, lifelong learning opportunity to all.

## **III. Purpose**

This ToR of Research Director aims to determine qualifications, capacity, expertises and hard and soft skills of Research Director of HEIs in the strengthening of fundamental and applied research activities, master and doctoral training with inclusive, equity, quality and lifelong learning opportunity for all.

## **IV. Goal**

- Strengthen research activities in HEIs through the creation of Specialized purpose or multi-purpose Research Center
- Strengthen HEIs prestige in society development;
- Promote the HEIs image and notoriety at regional and international scene;
- increase research competitiveness at national, regional and international level;
- reinforce effectively, efficiently and qualitatively self-study and lifelong learning of faculty members;
- Strengthen the ability of faculty members in problem solving;
- provide opportunities to faculty members to organize and implement research projects of HEIs;

## **V. Scope**

This ToR of Research Director is applicable in all HEIs to ensure the capacity of training service for students so that they can appropriate the knowledge, soft and hard skills, good behavior and be able to undertake fundamental and applied research in accordance with Cambodia National Qualifications Framework and HE vision by 2030 of Ministry of Education, Youth and Sport.

## **VI. Knowledge, hard and soft skills, behavior and role and responsibilities of Research Director**

### **A. Academic qualifications and work experience**

#### **Research Director must have:**

- PhD degree from an Internationally Recognized University;
- Demonstrated computer skills, fully IT literate;
- At least 5 years' experience as a researcher;

### **B. Abilities and Qualifications of Research Director**

- Demonstrated ability to effectively establish priorities and plans, coordinate own work assignments in a multiple priority environment;
- Proven conceptual, analytical, evaluative and research skills and demonstrated ability to conduct independent studies and to formulate recommendations;
- Fluent written and spoken English;
- Demonstrated, intermediate or higher level of other international scientific language (French, Spanish, Chinese or other languages) will be an advantage;
- At least 2 publications in international peer-reviewed journals;

Key indicators are:

#### **b.1. Professional Code of Conduct**

- Provide opportunities for all faculty members, lecturer-researchers and PhD candidates to develop their own projects for self-study;
- Encourage all faculty members, lecturer-researchers and PhD candidates to initiate ideas and creativity;
- Develop all faculty members, lecturer-researchers and PhD candidates with a sense of responsibility and solidarity;
- Listen and understand the problem and the needs of all faculty members, lecturer-researchers and PhD candidates;
- Participate in the implementation of the institution's regulations such as discipline, punishment and praise;
- Encourage personal expression;
- Assist all faculty members, lecturer-researchers and PhD candidates in both spirit and material (advice, assistance, material or budget and spirit ...);

- Use appropriate words, behave appropriately in dress and coordination gestures for common interests;
- Listen and communicate well to strengthen and maintain all faculty members, lecturer-researchers and PhD candidates motivation.

### **b.2. Leadership**

- Willingness to research, understanding of new discoveries related to research activities;
- Good relationship with management, all faculty members, lecturer-researchers and PhD candidates;
- Skillful problem solving skills with all faculty members, lecturer-researchers and PhD candidates
- Good examples of good practice (attitudes, behaviors, etc.) for colleagues
- Honest, fair, transparent and fair judgment and decision-making.
- Take risks and sometimes let all faculty members, lecturer-researchers and PhD candidates (accompany them) use their IT knowledge to:
  - o Learn about topics or objects
  - o Let all faculty members, lecturer-researchers and PhD candidates help each other in their research activities.

### **b.3. Commitment**

- The will to build confidence in all faculty members, lecturer-researchers and PhD candidates, to speak and to be responsible
- Understanding, loving, caring and protecting the environment
- Be patient and adapt in difficult situations.

## **C. Critical thinking and innovation**

- Research Director must reflect and analyse all evidences, arguments, data and propose the scenario to solve any problems and issues faced in daily work and research activities as well as initiate new ideas in order to improve the productivity of work;
- Research Director must have the knowledge on all regulations through the capacity development, the mechanism strengthening and the principal to boost the work effectiveness;
- Provide information and information to hierarchy leaders in order to timely resolve all requests and issues in order to improve the efficiency of the work

Key indicators are:

### **c.1. Implementing the vision, action plan and curriculum**

- Prepare research projects in accordance with the vision, goals, objectives and direction of HEIs

- Contribute to organizing and implementing the HEIs activities for the short, medium and long term
- Responsible for research center management according to technical competence and in accordance with the principles of HEIs;
- Take into consideration the exchange, defense the idea and synthesize the experience.

### **c.2. Job review and evaluation**

- Self-assessment on regular work to improve shortcomings;
- Assess research activities of HEIs and define new activities to complete the fill the gaps;
- Develop the students, lecturers and researchers' self-assessment capacity;
- Monitor and evaluate research projects in accordance with assessment tools and know how to establish the assessment tools according to the current state of the research activities: diagnostic assesement, formative assessment and sumative assessment;
- Prepare regularly the report of research project assessment and take decision the way forward for the progress of the research projects;
- Monitor, collecte and analyse the data and informations from different sources in order to effectively strengthen the research;
- Provide data and information to hierarchy leaders in order to timely resolve all requests and issues in order to improve the efficiency of the work.

### **D. Professional skill**

- Have strong accademic and research knowledge and skill and know how to transfer those knowledges to students especially to PhD candidaates in accordance with the objectives of the study;
- Encourage students to participate in self-study activities and development of knowledge through retreat activities;
- Propose and organize different event and activities such as workshop, conference, forum, mobility etc. to promote the research activities;
- Apply and fulfill the conditions that encourage the connection between individuals and collectives;
- Mobilize and manage the resources, materials and human resources of the HEI;
- Organize and develop the participation of students and colleagues in the HEI;
- Implement co-management mechanism;
- Supervise memoire writing and thesis writing (litterature review, recherche methodologies, consult, evaluate and provide feedback);
- Curb violence and know how to solve the argue in the HEI;
- Promote personal development and share personal experience with colleagues;
- Discuss on a collaborative project with colleagues (Network of Institutes).

## **E. Professional knowledge**

- Know the functions and roles as well as the main subjects of the research in national policy;
- Develop and maintain the relation with other HEIs at national, regional and international level and public and private sector in order to strengthen the research and training activities more effectively and more relevantly;
- Associate the theory with practice in training activities;
- Identify and understand the compounds in the political, economic, social and cultural contexts of foreign-language and official language-speaking countries;
- Ability to use IT to ensure that communication and collaboration can be done anywhere and at any time. Can not only be self-employed, but adapt, push, monitor, manage, and manage the new communication technology.

## **F. Role and responsibilities of Research Director**

Director of Research is normally in charge of one research center. However, if there are multiple research structures within one university, a position of a Head of Research, could also be created.

The Research Director is the head of the Research Center. The Research Director shall report directly to the Rector of the University. The duties of the Research Director will be combined with those of an academic member of faculty. The Research Director will work closely and collaboratively with Heads of Department (where applicable), Deans of Faculties, Researchers and PhD candidates. The Research Director is expected to contribute to the long and short term strategies of the University and to create, develop and maintain the network of researchers within the institutions and with other universities.

The Research Director shall have the following duties within his university:

- managing effectively and efficiently the research program and administrative affairs of the research center(s);
- writing project and research proposals;
- creating an environment conducive to intellectual and research growth;
- managing a transition and encourage the connection between master degree courses and PhD research;
- supporting PhD candidates in publishing papers in local and international peer-reviewed journals;
- creating and maintaining partnerships with public, private, non-governmental and international organizations;
- reporting the activities of the Research Center(s) if any, to the University Board;
- collaborating with Deans, program directors and other Research Directors in terms of the strategy of University to increase the quality of research and the number of PhD candidates;

- Maintaining the Dialogue with the Doctoral School(s), Cambodian Scientific Committee for Research and Doctoral Studies (CSCRDS) and MoEYS; and
- Write a report which includes the current state of research activities in the institution as well as a detailed action plan in short and in long run. This report should highlight any relevant statistics such as established partnerships, number of publications, number of researchers, number of PhD students, ongoing research projects, etc.
- The Research Director should also produce a brief annual report summarizing all activities of the research center. The report should be publically available and include the following points:
  - o Objectives and evaluation – To what extent the objectives in the action plan have been reached? What are the future activities in short and in long run?
  - o Publications – The number of publications, names of journals and fields of research;
  - o Research activities – organized seminars, local and international conferences, trainings for researchers and staff of the university, etc.;
  - o Project management – How are being managed local and international projects, their outputs and objectives;
  - o Financial reporting – salaries, expenditure for equipment, revenues, etc.;
  - o Partnerships and mobility – joint-research with local and foreign universities, the progress of the implementation of project with other universities (local and international), scholarships, student mobility, staff mobility etc.

## **VII. Conclusion**

A high level of research capacity can be achieved only through the increase the quality of the scientific output, human resources and management within the Higher Education Institution. We should take into account the context of Cambodia and to find the most suitable persons for this position.

The ToR of the research director of HEI has identified key principles including qualifications, work experience, leadership, critical thinking and innovation and moral skills as well as the superiority of the researche directore in order to improve the delivery of quality education, responsiveness and harmonization in the HEIs.

Successful implementation of this ToR is the responsibility of all stakeholders, especially the head of HEIs and the Research Director himself. This ToR represents the starting point of a clear, institutional, and coordinated policy vision towards the development of research structure and system in Cambodia in line with the Ministry of Education, Youth and Sport Action Plan and HEIs quality Framework in Southeast Asia.

The implementation of this ToR cans effectively and efficiency be achieved if all stakeholders recognize the importance and indispensability of the Research Director in the development of HEIs and provide support in all aspects, especially financial resources.