

STRATEGIC PLAN

2019-2030

Gedu College of Business Studies



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Background

Gedu College of Business Studies, located at Gedu, Chukha, is the only premier college under the Royal University of Bhutan that offers full-time cotemporary business and management education in the country.

The establishment of a business college was first conceived by His Majesty the Fourth King. Therefore, the then National Assembly members resolved to establish one at Gedu in its 85th session. The Gedu College of Business Studies is located at the campus which was developed by the Tala Hydropower Project Authority (THPA) – a joint project between the Government of India and the Royal Government of Bhutan.

Then, the Royal University of Bhutan shifted the faculty of Commerce and its students from Sherubtse College to the newly established business college in 2008.

Currently, the College offers the following programmes:

- i) Master of Business Administration
- ii) Bachelors of Commerce (Finance)
- iii) Bachelors of Commerce (Accounting)
- iv) Bachelors of Business Administration (Human Resource Management)
- v) Bachelors of Business Administration (Marketing)

Vision

A Center of Excellence in Value driven Business Education

Mission

- To contribute towards knowledge development through research infused curricula and co-curricular activities that develop learners to be competent, co passionate and loyal citizens.

Core Values

- Scholarly
- Professional
- Open
- Teamwork
- Leadership
- Enterprising
- Sensitive
- Self-confident

Key Aspirations

1. GCBS as the most preferred destination for Bhutanese and international students for business and management studies steeped in GNH values.
2. GCBS graduates recognized by job markets and universities both within and outside the country.
3. GCBS graduates with qualities of being responsible citizens, financially educated and innovative.
4. GCBS as center of entrepreneurship development in the University.
5. GCBS recognized for its excellence in diverse specialization in business and management education.
6. GCBS as a resource for the community and the nation with business and entrepreneurship research centers that caters to the need of the vibrant society.
7. GCBS campus with state-of-the-art facilities and comprehensive student support services.
8. GCBS campus with vibrant systems focused on wellbeing and happiness
9. GCBS with highly motivated and dynamic staff.

Key Performance Indicators and Targets

Sl. No	Key Performance Indicator	Unit of Measurement	Baseline Year	Target	Remarks
			2019 -20	2030-31	
1	Students enrolled from the top 500 ranked students in Class XII (commerce)	%	79	79	Annual
2	International students enrolled	Number	0	15	Annual
3	Graduates employed within one year of graduation	%	60	70	Annual
4	Students enrolled in postgraduate programmes	Number	60	230	Annual
5	Annual budget generated from sources other than tuition	%	13	15	Annual
6	Peer reviewed publications	Number	15	40	Annual
7	Research and scholarly outputs leading to innovation, policy, and practices	Number	4	6	Annual
8	Externally funded research projects	Number	9	15	Annual
9	Academics engaged in various external decision making forums	Number	3	9	Annual
10	Participants in short courses	Number	16	100	Annual
11	Staff satisfaction	%	100	100	Annual
12	Student Satisfaction	%	100	100	Annual

13	Students participating in community services	%	60	80	Annual
14	Start-ups initiated by graduates within 1 year of graduation	Number	2	10	Annual
15	Accreditation of College or Programme	Number	1	2	Annual

Themes

Theme 1: Enhancement of Quality and Relevance of Programmes

1. Ensure that programmes are taught by qualified and dedicated local and expatriate academics
2. Enhance human resource development for both long-term and short-term including in-house staff development programmes
3. Apply innovative learning and teaching approach using technology
4. Recruit international academics for diversity and external advisor for the development of new programmes
5. Attach academics in relevant industry to gain industrial experience
6. Enroll international students for cross cultural learning
7. Establish linkages with industries and identify mentors for student attachment and engage stakeholders for programme development and review
8. Strengthen national/international linkages and recognition leading to staff and student exchange programmes
9. Develop quality infrastructure and facilities
10. Enhance provision of soft/transferable skills
11. Strengthen internal quality assurance and enhancement system
12. Diversify academic programmes and make them relevant to changing needs

Key Performance Indicator and Targets

Sl. No	Key Performance Indicator	Unit of Measurement	Baseline Year	Target	Remarks
			2019-20	2030-31	
1	Annual operating budget allocated for HRD	%	3	3	Annual
2	Staff attending short term PD programme annually (40 hours/5 working days)	%	30	30	Annual
3	Academics with Masters	%	90	100	Annual
4	Academics with PhD	%	15.6	40.0	Annual
5	Postgraduate programmes offered	Number	1	6	Annual
6	International academics engaged	Number	10	15	Annual
7	Local experts outside the university engaged	Number	16	20	Annual
8	Academics on exchange/attachment to other universities annually	Number	10	10	Annual
9	Academics having qualification in teaching higher education	%	NA	100	Annual

10	Students enrolled	Number	1577	1268	Annual
11	Self financed undergraduate students	%	30	30	Annual
12	Programmes offered	Number	7	21	Annual
13	Joint degree programmes	Number	0	2	Annual
14	Students sent for exchange/attachment	Number	15	15	Annual
15	Active collaboration with external institutions for student learning, support and research (international)	Number	3	5	Annual
16	International students enrolled on short-term basis	Number	20	40	Annual
17	External Linkages established	Number	2	1	Annual
18	Library budget allocated	Amount	As per the norm		Annual

Theme 2: Enhancement of Research, Innovation and Scholarship

1. Develop research capacity among academics and facilitate publications
2. Develop research partnerships with agencies and international partners, and carry out joint research projects
3. Strengthen research and innovation centres
4. Improve research infrastructure, facilities and services
5. Offer postgraduate programmes with research components
6. Encourage academics to undertake research activities abroad such as attending conference/seminars
7. Organize research conferences/seminars at national, international and college level to disseminate knowledge to the society
8. Set out research priority areas for the College based on strengths
9. Encourage academics and facilitate mobilization of research funding
10. Mobilize separate funds to help develop research capacity and infrastructure
11. Carry out publication to provide platform for the academics and students to publish their research works
12. Encourage and provide support to academics to gain recognition of their expertise

Key Performance Indicators and Targets

Sl. No	Key Performance Indicator	Unit of Measurement	Baseline Year	Target	Remarks
			2019-20	2030-31	
1	Masters by research	Number	0	1	Annual
2	PhD Programmes	Number	NA	NA	Annual
3	Research grants applied	Number	14	20	Annual

4	Research/projects grants received	Nu in Million	5	8	Annual
5	Annual budget on research allocated by the College	%	2	2	Annual
6	Joint research projects with national and international institutions	Number	2	5	Annual
7	Books/book chapters/conference proceedings etc. published.	Number	4	10	Annual
8	Peer reviewed journal published	Number	1	1	Annual
9	Academics engaged in research	%	90	95	Annual
10	Research events such as conferences and seminars organized	Number	2	5	Annual
11	Prototypes/patent based on research	Number	2	10	Annual

Theme 3: Promotion of GNH-Inspired Environment

1. Develop and conduct value education/personal transformation workshops/sessions and retreats.
2. Provide students with a better understanding of the GNH concept
3. Enhance good governance practices within the College operations characterized by inclusiveness, mindful engagement in decision making processes, transparency, accountability, efficiency and effectiveness
4. Encourage initiatives for the promotion of culture and traditions
5. Encourage community services to help students learn the value of services to community and live in harmony
6. Encourage Initiatives related to environment friendly practices such as improving waste management, installing LED lighting and reducing paper usage, etc.
7. Provide adequate student support services with service standards/guidelines including students with special needs
8. Enhance infrastructure, communication and public service delivery
9. Develop turnaround time and SOP and implement accordingly
10. Establish alumni associations and foster linkages
11. Strengthen counseling services

Key Performance Indicators and Targets

Sl. No	Key Performance Indicator	Unit of Measurement	Baseline Year	Target	Remarks
			2019-20	2030-31	
1	Students covered by value education (minimum 15 hours)	%	30	30	Annual
2	Variety of programmes initiated related to value education	Number	3	3	
3	Initiatives related to improvement of University governance	Number	8	8	Annual

4	Projects/activities related to promotion of culture and tradition	Number	9	9	Annual
5	Projects/activities related to environment-friendly practices	Number	7	7	Annual
6	Community services annually	Number	8	8	Annual
7	Members in Alumni Association	Number	950	4777	Annual
8	Childcare center established	Number	1	2	Annual

Theme 4: Promotion of Innovation and Entrepreneurship

1. Develop and offer entrepreneurship programmes
2. Establish business incubation center and provide mentoring services
3. Establish linkages with potential investors to make use of business ideas developed by students
4. Establish linkages with relevant agencies and institutions for support
5. Incentivize entrepreneurial behaviour and innovations
6. Organize business events to promote entrepreneurship such as entrepreneurship festivals and encourage students to pitch business ideas
7. Provide technical support to accelerate innovation and entrepreneurship
8. Encourage students to incubate businesses.

Key Performance Indicators and Targets

Sl. No	Key Performance Indicator	Unit of Measurement	Baseline Year		Remarks
			2019-20	2030-31	
1	Studentstakingupentrepreneurship programme/module/course (min 15 hours)	% of one batch	100	100	Annual
2	Business incubation centers	Number	1	1	Annual
3	Business ideas accepted by investors	Number	2	3	Annual
4	Entrepreneurship events organized	Number	4	4	Annual
5	Beneficiaries of the business incubation center annually	Number	0	20	Annual
6	Students participating in business idea competition	Number	80	180	Annual

Theme 5: Promotion of Lifelong Learning

1. Explore opportunities to develop and offer part-time programmes to enhance continuous learning environment
2. Offer various short-term/tailormade courses for industries
3. Develop and offer structured online courses that would be relevant to either students or public for free
4. Enhance ICT infrastructure and facilities

5. Ensure optimum bandwidth for connectivity

Key Performance Indicators and Targets

Sl. No	Key Indicator	Performance	Unit of Measurement	Baseline Year		Target	Remarks
				2019-20	2030-31		
1	Part-time programme offered		Number	0		0	Annual
2	Short term courses offered		Number	3		10	Annual
3	Connectivity enhanced		mbps	34		100	Annual
4	Increase Internet coverage in the Campus		Area	Academic blocks		All academic blocks and hostels	Annual
5	Online courses offered		Number	0		3	Annual

Theme 6: Diversification of Revenue Streams

1. Explore additional sources of income such as endowment, gifts, alumni contribution, etc.
2. Explore and implement various investment plans
3. Create facilities and organizational units to support the investment activities
4. Offer short-courses in niche areas
5. Brand and promote the College for wider visibility
6. Optimize the use of facilities and hire out facilities (e.g. Games and sports facilities, auditorium, conference halls, residential buildings, cafeteria etc.)
7. Liaise with agencies and institutions
8. Provide consultancy services

Key Performance Indicators and Targets

Sl. No	Key Performance Indicator	Unit of Measurement	Baseline Year		Target	Remarks
			2019-20	2030-31		
1	Income sources identified and pursued (excluding research grant)	Number	6		6	Annual
2	Investment plans identified and implemented	Number	2		2	Annual
3	Branding and promotional activities	Number	11		11	Annual

ANNEXURES

Key Aspirations

Sl. No	Key Performance Indicator	Unit of Measurement	Target												Remarks
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
1	Students enrolled from the top 500 ranked students in Class XII (commerce)	%	79	79	79	79	79	79	79	79	79	79	79	79	Annual
2	International students enrolled	Number	0	1	2	3	5	6	7	8	9	10	12	15	Annual
3	Graduates employed within one year of graduation	%	60	60	60	60	61	62	62	65	65	67	67	70	Annual
4	Students enrolled in postgraduate programmes	Number	60	50	40	40	60	130	170	180	210	230	230	230	Annual
5	Annual budget generated from sources other than tuition	%	13	13	14	14	15	15	15	15	15	15	15	15	Annual
6	Peer reviewed publications	Number	15	20	25	30	30	40	40	40	40	40	40	40	Annual
7	Research and scholarly outputs leading to innovation, policy, and practices	Number	4	5	5	5	5	5	6	6	6	6	6	6	Annual
8	Externally funded research projects	Number	9	10	10	10	10	13	13	15	15	15	15	15	Annual
9	Academics engaged in various external decision-making forums	Number	3	4	4	5	5	6	6	7	7	8	8	9	Annual
10	Participants in short courses	Number	16	40	50	60	70	80	90	100	100	100	100	100	Annual
11	Staff satisfaction	%	100	100	100	100	100	100	100	100	100	100	100	100	Annual
12	Student Satisfaction	%	100	100	100	100	100	100	100	100	100	100	100	100	Annual
13	Students participating in community services	%	60	60	60	70	70	70	70	80	80	80	80	80	Annual

14	Start-ups initiated by graduates within 1 year of graduation	Number	2	3	3	3	5	5	5	7	7	10	10	10	Annual
15	Accreditation of College Programme	Number	1	1	1	1	1	1	2	2	2	2	2	2	Annual

Theme 1: Enhancement of Quality and Relevance of Academic Programmes

Sl. No	Key Performance Indicator	Unit of Measurement	Targets												Remarks
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
1	Annual operating budget allocated for HRD	%	3	3	3	3	3	3	3	3	3	3	3	3	Annual
2	Staff attending short term PD programme annually (40 hours/5 working days)	%	30	30	30	30	30	30	30	30	30	30	30	30	Annual
3	Academics with Masters	%	90	92	93	93	94	94	95	96	97	98	98	100	Annual
4	Academics with PhD	%	15.6	15.6	20.0	25.0	27.0	27.0	30.0	32.0	35.0	37.0	38.0	40.0	Annual
5	Postgraduate programmes offered	Number	3	3	3	4	5	9	9	10	11	11	11	11	Annual
6	International academics engaged	Number	10	10	10	10	12	12	13	13	14	14	15	15	Annual
7	Local experts outside the university engaged	Number	16	18	20	20	20	20	20	20	20	20	20	20	Annual
8	Academics on exchange/attachment to other universities annually	Number	10	10	10	10	10	10	10	10	10	10	10	10	Annual
9	Academics having qualification in teaching higher education	%	NA	85	90	90	95	100	100	100	100	100	100	100	Annual
10	Students enrolled	Number	1587	1610	1496	1392	1348	1348	1318	1268	1298	1288	1268	1268	Annual

11	Self financed undergraduate students	%	30	30	30	30	30	30	30	30	30	30	30	30	Annual
12	Programmes offered	Number	7	7	7	8	13	17	17	18	21	21	21	21	Annual
13	Joint degree programmes/JSP	Number	0	0	0	0	0	1	1	1	2	2	2	2	Annual
14	Students sent for exchange/attachment	Number	15	15	15	15	15	15	15	15	15	15	15	15	Annual
15	Active collaboration with external institutions for student learning, support and research (international)	Number	3	3	4	4	5	5	5	5	5	5	5	5	Annual
16	International students enrolled on short-term basis	Number	20	40	40	40	40	40	40	40	40	40	40	40	Annual
17	External Linkages established	Number	2	1	2	1	2	1	2	1	2	1	2	1	Annual
18	Library budget allocated	Amount	As per the norm											Annual	

Theme 2: Enhancement of Research, Innovation and Scholarship

SI. No	Key Performance Indicator	Unit of Measurement	Target												Remarks
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
1	Masters by research	Number	0	0	0	0	0	0	0	1	1	1	1	1	Annual
2	PhD Programmes	Number	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	Annual
3	Research grants applied	Number	14	15	15	15	15	18	18	20	20	20	20	20	Annual
4	Research/projects grants received	Nu in Million	5	5.5	5.5	6	6	6.5	6.5	7	7	7.5	7.5	8	Annual
5	Annual budget on research allocated by the College	%	2	2	2	2	2	2	2	2	2	2	2	2	Annual
6	Joint research projects with national and international institutions	Number	2	3	3	3	3	3	5	5	5	5	5	5	Annual
7	Books/book chapters/conference proceedings etc. published.	Number	4	5	5	6	6	7	7	8	8	9	9	10	Annual
8	Peer reviewed journal published	Number	1	1	1	1	1	1	1	1	1	1	1	1	Annual
9	Academics engaged in research	%	90	90	95	95	95	95	95	95	95	95	95	95	Annual
10	Research events such as conferences and seminars organized	Number	2	2	3	3	3	4	4	4	5	5	5	5	Annual
11	Prototypes/patent based on research	Number	2	3	3	3	5	5	5	7	7	10	10	10	Annual

Theme 3: Promotion of GNH-inspired environment

Sl. No	Key Performance Indicator	Unit of Measurement	Target												Remarks	
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31		
1	Students covered by value education (minimum 15 hours)	%	30	30	30	30	30	30	30	30	30	30	30	30	30	Annual
2	Variety of programmes initiated	Number	3	3	3	3	3	3	3	3	3	3	3	3	3	Annual
3	Initiatives related to improvement of University governance	Number	8	8	8	8	8	8	8	8	8	8	8	8	8	Annual
4	Projects/activities related to promotion of culture and tradition	Number	9	9	9	9	9	9	9	9	9	9	9	9	9	Annual
5	Projects/activities related to environment-friendly practices	Number	7	7	7	7	7	7	7	7	7	7	7	7	7	Annual
6	Community services annually	Number	8	8	8	8	8	8	8	8	8	8	8	8	8	Annual
7	Members in Alumni Association	Number	950	1350	1700	2050	2350	2700	3000	3300	3650	4000	4300	4777	Annual	
8	Childcare center established	Number	1	2	2	2	2	2	2	2	2	2	2	2	2	Annual

Theme 4: Promotion of Innovation and Entrepreneurship

Sl. No	Key Performance Indicator	Unit of Measurement	Target												Remarks	
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31		
1	Students taking up entrepreneurship programme/module/course (min 15 hours)	% of a batch	100	100	100	100	100	100	100	100	100	100	100	100	100	Annual
2	Business incubation centers	Number	1	1	1	1	1	1	1	1	1	1	1	1	1	Annual
3	Business ideas accepted by investors	Number	2	2	2	2	2	3	3	3	3	3	3	3	3	Annual
4	Entrepreneurship events organized	Number	4	4	4	4	4	4	4	4	4	4	4	4	4	Annual
5	Beneficiaries of the business incubation center annually	Number	0	2	4	6	8	10	12	14	16	18	20	20	20	Annual
6	Students participating in business idea competition	Number	80	80	100	100	100	120	120	140	140	160	160	180	180	Annual

Theme 5: Promotion of Lifelong learning

Sl. No	Key Performance Indicator	Unit of Measurement	Targets												Remarks
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
1	Part-time programme offered	Number	0	0	0	0	0	0	0	0	0	0	0	0	Annual
3	Short term courses offered	Number	3	4	5	6	7	8	9	10	10	10	10	10	Annual
4	Connectivity enhanced	mbps	34	50	50	70	70	90	90	100	100	100	100	100	Annual
5	Increase Internet coverage in the Campus	Area	Library and guesthouse conference room this year and hostels by 2030												Annual
6	Online courses offered	Number	0	0	0	0	1	1	1	2	2	3	3	3	Annual

Theme 6: Diversification of Revenue Streams

Sl. No	Key Performance Indicator	Unit of Measurement	Target												Remarks
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
1	Income sources identified and pursued (excluding research grant)	Number	6	6	6	6	6	6	6	6	6	6	6	6	Annual
2	Investment plans identified and implemented	Number	2	2	2	2	2	2	2	2	2	2	2	2	Annual
3	Branding and promotional activities	Number	11	11	11	11	11	11	11	11	11	11	11	11	Annual