



# REVITALIZATION OF THE UNIVERSITY OF YANGON

# MASTER PLAN

2018-2030



# University of Yangon Master Plan 2030

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	5
OBJECTIVES OF THE MASTER PLAN, DESIGN AND PLANNING PROCESS.....	12
Methodology of the Master Plan.....	12
Existing Conditions and New Opportunities.....	14
Objectives of UY’s Strategic Transformation .....	15
Elements of the Master Plan .....	17
<b>Chapter One</b>	
<b>Myanmar Flagship University: Vision, Mission and Foundational Principles .....</b>	<b>19</b>
1.1 UNIVERSITY’S KEY ASPIRATIONS.....	19
1.2 OBJECTIVES.....	19
1.3 IMPLEMENTATION STRATEGIES .....	19
1.4 VISION, MISSION AND PROFILE OF THE UNIVERSITY.....	20
1.5 IMMEDIATE PRIORITIES AND ACTIONS .....	24
STRATEGIC STEP: Adoption of the Charter of University of Yangon and Implementation of University Autonomy .....	24
<b>Chapter Two</b>	
<b>Efficient University Governance and Organization .....</b>	<b>26</b>
2.1 STATEMENT OF AMBITION.....	26
2.2 DEVELOPMENT OBJECTIVES.....	27
2.3 IMPLEMENTATION STRATEGIES .....	27
2.4 IMMEDIATE PRIORITIES AND ACTIONS.....	28
STRATEGIC STEP: Transforming Governance for Autonomous University .....	29
STRATEGIC STEP: Establishment of Institutional Quality Frameworks.....	32
<b>Chapter Three</b>	
<b>Attracting the Best Talent and Building a Vibrant Student Body.....</b>	<b>34</b>
3.1 STATEMENT OF AMBITION.....	34
3.2 DEVELOPMENT OBJECTIVES.....	34

3.3	IMPLEMENTATION STRATEGIES .....	35
	STRATEGIC STEP: Managing University Growth.....	36
	STRATEGIC STEP: Building an Inclusive, Culturally Rich and Vibrant Campus.....	37
<b>Chapter Four</b>		
<b>Excellence and Relevance in Curriculum, Teaching and Learning .....</b>		<b>38</b>
4.1	STATEMENT OF AMBITION.....	38
4.2	DEVELOPMENT OBJECTIVES .....	38
4.3	IMPLEMENTATION STRATEGIES .....	39
4.4	IMMEDIATE PRIORITIES AND ACTIONS.....	41
	STRATEGIC STEP: Introduction of a Faculty System .....	41
	STRATEGIC INNOVATION: Postgraduate Program in Governance, Public Policy and Public Administration .....	45
	STRATEGIC STEP: Continuous Enhancement of Academic Capacity: The Center for Learning and Teaching .....	47
<b>Chapter Five</b>		
<b>Excellence and Relevance in Research.....</b>		<b>49</b>
5.1	STATEMENT OF AMBITION.....	49
5.2	DEVELOPMENT OBJECTIVES .....	49
5.3	IMPLEMENTATION STRATEGIES .....	50
	STRATEGIC INNOVATION: Department of Environmental and Water Studies .....	51
<b>Chapter Six</b>		
<b>Academic Infrastructure and Technology in Support of Education and Research .....</b>		<b>53</b>
6.1	STATEMENT OF AMBITION.....	53
6.2	DEVELOPMENT OBJECTIVES .....	53
6.3	IMMEDIATE PRIORITIES AND ACTIONS.....	54
	STRATEGIC STEP: Upgrading the University Libraries to Contemporary Standards .....	54
<b>Chapter Seven</b>		
<b>Revitalization of Campus and Services .....</b>		<b>57</b>
7.1	STATEMENT OF AMBITION.....	57
7.2	DEVELOPMENT OBJECTIVES .....	57
	STRATEGIC STEP: Towards a fully integrated multi-campus university .....	59
<b>Chapter Eight</b>		
<b>Internal Institutional Strategic Planning and External Partnerships.....</b>		<b>62</b>
8.1	STATEMENT OF AMBITION.....	62

8.2	DEVELOPMENT OBJECTIVES .....	62
8.3	IMMEDIATE PRIORITIES AND ACTIONS .....	62
	STRATEGIC STEP: Developing Educational Partnerships with Sister Universities in Yangon ..	64

## Chapter Nine

<b>Active Public Presence and Visibility Locally and Internationally.....</b>	<b>65</b>
9.1 STATEMENT OF AMBITION.....	65
9.2 DEVELOPMENT OBJECTIVES .....	65
9.3 IMMEDIATE PRIORITIES AND ACTIONS.....	65
STRATEGIC STEP: International Engagement Strategy .....	67

## CENTENNIAL MILESTONES

<b>I. Improvement of Teaching, Learning and Research.....</b>	<b>69</b>
I.a DEVELOPMENT OBJECTIVE .....	69
I.b 2020 DELIVERABLES .....	69
STRATEGIC STEP: Curriculum Review and Modernization .....	72
STRATEGIC INNOVATION: Center for Human Resource Development and Life Long Learning .....	75
<b>II. Enhancement of English.....</b>	<b>76</b>
II.a. DEVELOPMENT OBJECTIVE .....	76
II.b. 2020 DELIVERABLES .....	76
Implementation: English as a Medium of Instruction at the University of Yangon.....	77
<b>III. Modernization of ICTs .....</b>	<b>78</b>
III.a. DEVELOPMENT OBJECTIVE .....	78
III.b. 2020 DELIVERABLES .....	78
<b>IV. Campus and Facilities Upgrade and Improving Student Experience on Campus.....</b>	<b>78</b>
IV.a. DEVELOPMENT OBJECTIVE .....	78
IV.b. 2020 DELIVERABLES .....	79

## EXECUTIVE SUMMARY

### BACKGROUND

Established in 1920, the University of Yangon has an illustrious yet tumultuous history. Once among the largest universities in Southeast Asia and recognized as a premier institution of higher learning, it has endured decades of rigid external control, isolation and lack of resources. Today the legacy of limited capacity and freedom continues to hamper the University's ability to contribute to meeting the needs of the Myanmar society and the on-going economic, political and social transformations in the country. Despite this, UY has remained unremittingly the focus of aspirations of many young people in Myanmar for a dignified future, successful careers and the opportunities for personal growth. The University of Yangon is now ready to claim once again a prominent role in nurturing new generations of creative, qualified and responsible citizens and professionals. It is called upon to deliver relevant education and research that serve the needs of national renewal and become a model of effective governance and planning in higher education. Approaching its Centennial, the University is poised to re-establish itself as Myanmar's Flagship University and a leader in higher education in the region, utilizing the resources at home and connecting efficiently with dedicated global partners.

Since the onset of political change in Myanmar in 2011, the University of Yangon has been at the center of the revitalization efforts in higher education in the country. It has been able to incrementally improve its programs, capacity and infrastructure. In order to shape and implement a program of ambitious and sustainable transformations, the University initiated a process of developing a Master Plan for its Revitalization in 2017, with full support from the new democratic Government of Myanmar.

Guided by the University of Yangon Revitalization Committee, and with contributions from committed domestic and international partners, the development of the Master Plan focused on the analysis and rethinking of the University's vision, mission, foundational principles, system of governance, academic and administrative structures, in order to improve its capacity for teaching, learning, research and institutional management and quality in all areas of its operations. The new vision, character and shape of the University of Yangon - developed collectively by its stakeholders - envisage the introduction of autonomy as a major efficiency tool, in line with the provisions of the National Education Strategic Plan. For the UY's autonomy to take root, it is necessary to revise the existing structures and policies and adopt new ones that stimulate innovation and accountability at all levels, to pave the way for effective and sustainable development and impact.

The Plan formulates UY's mission and development vision in a transformative and innovative way. The plan is feasible; it is supported by realistically timed implementation and capacity building programs. The Plan lays out a development vision for the period until 2030 (**The Master Plan**), with a subset of urgent priorities and improvements to be delivered by the University of Yangon's centennial in 2020. (**Centennial Milestones**).

The Master Plan contains two self-standing but fully integrated components – the program of institutional transformation (**Software Master Plan**) and physical revitalization of campus and infrastructure (**Hardware Master Plan**). Central European University (Budapest, Hungary) provided expertise, research and resources towards the design of the Software Master Plan; the Hardware Master Plan was designed by Kilburn Nightingale Architects (London, UK) and associates. Irrawaddy Policy Exchange (Myanmar) contributed to both sections of the Master Plan.

## AMBITION

The Master Plan represents a collective expression of ambitions and commitments of the University of Yangon community, supported by dedicated partners, regarding its revitalization in the following ways:

**1. Myanmar Flagship University: Vision, Mission and Foundational Principles:**

UY is set to modernize and expand its vision and mission, and bring up to date its foundational principles which will orient all its activities and future development. The University will develop as an autonomous Flagship University in the arts, sciences, and technology, with the long-term goal of becoming a more comprehensive institution with a strong internal capacity to deliver advanced teaching, learning, research and service to the nation. The University will promote effective intellectual, programmatic and organizational linkages with other universities in Yangon and Myanmar, and active international partnerships.

**2. Efficient University Governance and Organization:**

UY strives to emerge as the first autonomous university in Myanmar. As part of the implementation of the Master Plan, it will progressively develop and put in practice a system of governance supported by solid structures and professional capacity in the areas of academic affairs, organization, staffing and financial administration. Autonomous operations are governed by the goals of quality, integrity, responsibility, relevance and efficiency. UY will serve as a model for other universities in Myanmar to emulate in progressively developing institutional autonomy and efficient governance and organization.

**3. Attracting the Best Talent and Building a Vibrant Student Body:**

In keeping with its history and renewed mission, UY will once again become a place where outstanding talent is attracted and cultivated, and where gifted and ambitious learners from all walks of life, representing the rich diversity of the country, are supported to achieve their full potential to become inspiring, efficient and responsible professionals and leaders of their communities and of the nation, and proudly and competently represent Myanmar in the global community.

**4. Excellence and Relevance in Curriculum, Teaching and Learning:**

Responding to the needs of modern society, the advancement of knowledge and the goals of national development, UY sets out to revamp its programs of study, continuously revise and modernize the curricula and transform the pedagogy to achieve excellence and relevance in teaching, learning and development of skills, competences and values that are relevant to students as professionals, citizens and leaders, and build the foundations for life-long learning.

**5. Excellence and Relevance in Research:**

UY strives to become a university that successfully combines its teaching and learning and research missions, with research as an integral and significant part of its academic activities. The University shall stimulate and support innovative, cross-disciplinary research initiatives and projects – including from an applied perspective - and facilitate active engagement of students and academic staff with international peers, leading scholars and centers of knowledge to be able to embrace the needs of the Knowledge Age realistically and contribute effectively to the fulfillment of national development goals.

**6. Academic Infrastructure and Technology in Support of Education and Research:**

UY strives to ensure up-to-date academic technology support for its members. It shall provide its students and academics with regular, user-friendly and secure access to information and communication technologies, research instruments and on-line resources and tools necessary for

high quality teaching, learning, research and collaboration within and outside the university campus and internationally.

**7. Revitalization of Campus and Services:**

UY embarks on an ambitious and carefully designed program of integrated campus redevelopment which will make the best use of the existing land and facilities, preserve and revitalize its iconic buildings and bring new, efficient and environmentally conscious developments that will meet the needs of teaching, learning and research in the modern age. Creating an inclusive physical environment that stimulates innovative teaching and collaborative learning will be a top priority in the campus revitalization. The upgraded campus facilities will provide an efficient home for university growth, a safe, welcoming and vibrant environment for academic, professional and personal development of its members, and inspire and facilitate closer interaction with the community.

**8. Internal Institutional Strategic Planning and External Partnerships:**

As it develops progressively as an autonomous university and embraces greater responsibility for its revitalization and development, UY shall lay the foundations of professional strategic planning of its academic, institutional and physical growth, inclusive of all stakeholders, on a sustained basis and in cooperation with the most relevant and committed partners within Myanmar and internationally. UY shall use this Master Plan as a stepping stone towards building an efficient and transparent internal planning process for defining and achieving its long-term goals and ambitions. Like all efficient universities in the world, the University of Yangon commits to running its operations based on clear internal strategic planning, while also cultivating beneficial external partnerships.

**9. Active Public Presence and Visibility Locally and Internationally:**

Rebuilding Myanmar's Flagship University and reclaiming its status of a leading university in the nation and in the region, and striving for excellence and recognition in the international academia, UY is actively strengthening its visibility and proactive presence domestically and globally. Over the coming years, the University shall invest its resources and efforts in developing and implementing comprehensive strategies for engagement with a wide array of relevant domestic and international partners that will systematically reflect and enhance its core academic priorities, and help transform UY into a university firmly embedded in the community and with a distinct international character.

In addition to providing a broad vision for transforming the University of Yangon into a Flagship University by 2030, the Master Plan further focuses on four priority areas of implementation and objectives to be achieved by 2020 formulated as **Centennial Milestones**:

**I. Improvement of Teaching, Learning and Research**

Significantly improve the range, relevance and quality of programs of study at all levels to make them relevant for the national development agenda and graduate employability; transformation of the pedagogy towards student-centered learning; developing a culture of impactful research, which should be rigorous, independent and relevant/applicable, through collaboration with domestic and international partners.

**II. Enhancement of English**

Enhance the use of English as a medium of instruction and research; improve academic staff's English language capacity in research and presentation skills, concurrently with the development of modern teaching methods and resources.

**III. Modernization of ICTs**

Upgrade the ICT infrastructure to the level of the 21st century, to support the use of contemporary technology in teaching and learning, research, and administration.

#### IV. Campus and Facilities Upgrade and Improving Student Experience on Campus

Develop and launch a comprehensive campus redevelopment program focused on the needs of transforming pedagogy and research, facilitating collaboration, university growth, and active interaction with the community. Oversee a significant upgrade of the infrastructure and facilities on the core UY plot to create a more functional, vibrant, comfortable and safe campus as a place for learning, collaboration, personal growth and everyday life of the UY students and staff and prepare to welcome the wider community on the revitalized UY Campus in time for its centennial celebrations in 2020.

## IMPLEMENTATION

Through the Master Plan, the University of Yangon wishes to articulate in practical terms its commitment to achieve **significant strategic transformations** in the following five areas, with the support of the national authorities and partners:

- **Advancement of university autonomy**
- Creation of institutional frameworks for **enhanced quality and efficiency**
- Implementation of **modern and student-centered strategies and approaches to teaching and learning**
- **Enhancement of research and service to the community**
- **Physical revitalization and technological upgrading** of the UY campuses to sustain institutional revitalization and growth and support vibrant campus life

The ambitions laid out by the Master Plan will be supported by **specific structural innovations and improvements** that cut across multiple areas of transformation and will be the focus of the initial implementation steps in 2018-2020. These implementation milestones include:

- Drafting and adoption of the **University of Yangon Charter**;
- Creation of a transparent and functional system of **governance**; establishing a **University Council** as a main body of autonomous university governance that is inclusive of all key university stakeholders;
- Development of a robust and efficient **administrative structure, institutional policies and enhanced capacity** to support the gradual introduction of autonomy;
- Enhancement of the autonomous university management by creating a position of a **Pro-Rector for Institutional Development**;
- Development of internal **strategic planning** and **multi-year budget planning** that will support long-term sustainable development efforts;
- Designation of a Development Team with fundraising functions within the **Office of Public Relations, Development and Outreach** that will play a key role in developing effective partnerships and attracting external support for the implementation of the Master Plan;
- Design and implementation of the **institutional quality frameworks** and establishment of an **Office of Quality Assurance**; advancement of quality culture at all levels across the university;

- Active involvement of **UY students in the university governance and quality assurance** and ensuring formal student representation on the university- and faculty-level governance and management bodies;
- Introduction of **UY's admission policies and procedures** and planning for an expansion of the student body, including a framework for diversification and attracting students from disadvantaged social and economic backgrounds and areas of the country;
- Introduction of the **Faculty system** that will consolidate the resources of the academic Departments, and allow to develop shared curriculum and enhance relevance of educational programs by introducing interdisciplinary approaches;
- Revision and restructuring of the **curricula** with focus on moving progressively towards a more comprehensive and career-oriented vision and practice of a university-wide curriculum focusing on relevance to Myanmar's development goals, graduate employability, strengths of the UY-based academics and scholars and expectations of students; establishing Department- and Faculty-level **Curriculum Committees**;
- Establishment of new programs of study and research units that will address the needs of capacity development for the country's reform agenda in the most pressing areas of need, including **Governance, Public Policy and Public Administration; Environmental and Water Studies; Myanmar Nationalities Studies**;
- Initiating a comprehensive development project of establishment of the **UY Faculty (School) of Law** as a premier institution of legal education that will serve the needs of upgrading the legal profession, enhancing the quality of legislative initiatives and legal services, promoting Rule of Law and legal empowerment in democratic Myanmar;
- Upgrade of the academic staff and introduction of **merit-based mechanisms of recruitment and promotion**; engagement of practitioners and outstanding academics from the diaspora as adjunct and visiting faculty;
- Design and implementation of structures and support mechanisms that warrant a systematic and rapid improvement in the quality of **English as a medium of teaching, learning and research**; strengthen the **National Center for English Language (NCEL)** as a unit that has a significantly improved capacity, curriculum and training resources to serve the needs of expanded use of English as a medium of instruction and interactive pedagogy;
- Establishment of new and strengthening the existing academic support units and training programs to serve the needs of development of foundational academic skills of students and pedagogical and research skills of faculty; establishment of the **Center for Learning and Teaching**;
- Definition of **institutional research priorities** and formation of interdisciplinary **research teams**, enhancement of research skills and expansion of opportunities and regular venues for scholarly inquiry and debate; definition of research as an integral component of academic positions and work load; establishment of the Science and Technology Division (Center) and Social Sciences and Humanities Division (Center) under the **Centers for University Research**;
- Active promotion of staff mobility and participation in internationally-supported capacity development activities, research and teaching partnerships that support the needs of the revitalization process; establishment of the **International Cooperation Office**;
- Review, consolidation and expansion of programs of life-long learning through the enhanced **Center for Human Resources Development and Life-Long Learning**, targeting subjects and

categories of learners of greatest potential impact towards the priorities of national development;

- Active engagement with the UY alumni in the process of revitalization, development and promotion of UY, formation of the **UY Alumni Association**;
- **Campus upgrades** to improve student experience and open up to the community; prioritize the improvement of health, safety and quality of student learning and overall experience on campus;
- Provision of adequate **Internet access** across all academic and residential spaces and prioritize active utilization of modern technologies and on-line resources in curriculum, teaching and learning and research; establish the professional and well-resourced **Center for Information and Communications Technologies**;
- Upgrade of the facilities, technologies and staff capacities in the **UY Libraries** to transform them into 21st century student-oriented learning hubs; development of an effective and well-resourced program of digitization and preservation of cultural heritage resources at UY.

These structural actions will be complemented by the development of sound internal **policies, procedures and guidelines** in various areas of university governance and administration, quality assurance, educational planning, teaching, learning and research, student services, campus design and development and other areas of university's autonomous governance, management, planning, delivery and self-improvement. This work will orient the University of Yangon towards the most relevant and efficient modern international practices and give due account to the background, current conditions and priorities of higher education development in Myanmar as laid out in the National Education Strategic Plan.

To ensure the progress of implementation in all priority areas and delivering significant results by 2020, a robust **capacity building program** will be developed and implemented as a matter of urgency, with support from relevant partners, addressing two key functional areas:

- **Academic Performance:** faculty development (student-centered pedagogy, curriculum development and research) and enhancement of English for academic purposes of both faculty and students;
- **Governance and Administration:** policy development and implementation, strategic planning, management and leadership, communication for the relevant university staff.

The changes in the university structure, governance and programs, its opening up to the community and vibrant campus life need to be fully supported by **robust and responsible physical revitalization, planning and expansion of the UY campuses**. At the initial stage, the infrastructural investment will focus on improving health, safety and security of the campuses and the upgrades of its academic facilities to support the shifts in teaching, learning and research.

The implementation of the **Hardware Master Plan** will be based on the following key principles:

- The university environment will be intellectually inspiring, academically challenging and stimulating, welcoming, supportive and conducive to personal growth;
- The physical features of the campus will support the ambition of the university to be an autonomous world-class university;
- Academic and residential facilities will be arranged on Kamayut and Hlaing campuses to best suit the efficient functioning of the University;
- The architectural and social heritage of this important historic establishment will be conserved and protected;

- The green landscape setting will be carefully maintained and enhanced;
- A new University Centre (including Library and Canteen) will be a heart for the university community with facilities available for all students and staff;
- The campus will provide good buildings which are comfortable, efficient and adaptable to new ways of teaching;
- The reconstruction, design and construction of new buildings will ensure they are seismically resilient and environmentally sustainable.

The **University of Yangon Revitalization Committee** will oversee the implementation of the Master Plan with the full support and dedication of the UY leadership, staff and community, and of the Government of Myanmar. It will do so in close collaboration with UY's dedicated international partners, many of which have contributed to the ambitious process of planning and the on-going work on the revitalization and transformation of the University of Yangon into a Flagship University of Myanmar and a globally engaged institution of higher education in South-East Asia.

**Addendum I** presents an indicative high-level implementation plan and timeline for the Master Plan in 2018-21.

## OBJECTIVES OF THE MASTER PLAN, DESIGN AND PLANNING PROCESS

The chief objective of the Master Plan is to re-establish the intellectual and institutional foundations of the University of Yangon. Based on these foundations, it shall be able to fulfill its role as the Flagship University of Myanmar. The Master Plan lays out a roadmap for organizational and cultural transformation. It outlines a new vision, which combines elements of continuity as well as new pathways towards progressively increased autonomy. The proposed transformation focusses upon responsible and efficient governance and management, a modern organizational structure and significantly improved quality, efficiency and accountability in all areas of its operation. The Plan articulates the aspirations of the University of Yangon to develop the necessary intellectual, organizational and technical capacity and resources to contribute to the advancement and application of knowledge and serve the national development goals. The Plan lays the foundations for the University of Yangon to become a comprehensive and sustainable 21<sup>st</sup>-Century University.

Throughout 2017, the University of Yangon and its Revitalization Committee, supported by the government and by a number of external partners, engaged in a comprehensive institutional assessment and strategic deliberations towards developing a comprehensive Master Plan for its revitalization. The Master Plan encompasses a fifteen-year development process. For the first three years of this period, in anticipation of the centennial of the University in 2020, strategic transformations in key areas are given priority with the aim of modernizing the structure and operations of the University, gradually achieving autonomy and raising the quality and relevance of its programs in support of the national development agenda and the implementation of the National Education Strategic Plan 2016-21.

## METHODOLOGY OF THE MASTER PLAN

The process of designing and drafting the Master Plan has been spearheaded by the University of Yangon Revitalization Committee (UYRC) and builds on the experience of a number of previous efforts at designing a comprehensive development program of the University's revitalization. The assessments, reports and proposals developed by teams supported by the Government of Australia (Revitalization of the University of Yangon Report, June 2014), Oxford University (Draft of the University of Yangon Strategic Plan, April 2014), and the draft of the University of Yangon International Strategy, March 2015) have been given particular attention. While utilizing important background information, consensus built on a number of key objectives of UY development, and useful technical data of the above-mentioned reports, this Master Plan raises ambition further by developing a comprehensive, balanced and realistic vision of significant growth, change in structure and quality, and purposeful physical developments of UY. This will be matched by specific implementation steps that link the present conditions, through well-argued and planned transformations in the structure, policies and capacities of the university and its constituent units, to meeting specific short-, medium- and long-term development goals.

Experiences of other universities in the region, Europe and North America in designing strategic and campus development Master Plans have been studied, which have provided a useful background and examples of scenarios of integrated development of universities' programs and facilities.

The development of the Master Plan has been coordinated with the drafting of the UY Charter and included numerous discussions with the UY Charter Drafting Committee, to ensure consistency within the foundational principles, vision and mission, core activities, reinvigorated structure, system of governance and management, quality targets and development priorities of the University of Yangon.

The National Education Strategic Plan 2016-21 and relevant legislative documents have been studied and closely followed to ensure the consistency of the UY development agenda with the transformational aspirations in the education sector and national policy frameworks, and define a leadership role that UY is envisaged to play as a Flagship University.

In January 2017, a team of international partners including Central European University (CEU) and Irrawaddy Policy Exchange (IPE) was convened to provide technical assistance to UYRC in researching and drafting of the Master Plan. The international partners worked directly with the UYRC Sub-Committees on Software (Structure, Governance, Programs and Student Life) and Hardware (Campus Facilities, Infrastructure, Health and Safety) on defining the objectives and procedures for research, formulation of recommendations and drafting of the Master Plan document. Between April 2017 and March 2018, seven joint meetings of UYRC and partners took place to discuss progress and substantive issues arising in planning.

CEU has been engaged with UY since 2013 as a close development partner on different levels, including the formulation of pathways to university autonomy, drafting of the University Charter, design of the institutional quality frameworks, curriculum and faculty development in the social sciences and humanities, building research capacity, and support to library development. These intensive and long-term collaborations gave valuable insights towards the formulation of the Master Plan.

Throughout 2017 – early 2018, a CEU team led by Provost Prof. Liviu Matei made six research visits to Myanmar. In addition to a comprehensive research on the UY campus that involved UY students, staff and leadership of all departments, units and the university as a whole, the CEU team met with a wide circle of stakeholders including the government, civil society, alumni and representatives of professional fields served by the UY programs. Comprehensive Departmental Studies have been completed with every UY unit, followed up with meetings, focus groups and individual interviews with Departments' leaders, staff and students, resulting in over 150 hours of interactions with over 120 members of the UY community. These interactions focused on the assessment of the current UY capacities and practices, structural and substantive limitations, campus facilities, definition of issues, possible solutions and innovations aimed at improving the quality and efficiency in various domains of university life. Throughout the research process, frequent meetings and consultations were held with the leadership of the university and UYRC, to ensure immediate and consistent linkage to the formulations of issues and solutions for the Master Plan and inclusive reflection of the opinions of the stakeholders.

In parallel, and in close coordination with the UYRC Hardware Sub-Committee and the Software team, London-based *Kilburn Nightingale Architects*, *Michael Hadi Associates Ltd* and *Max Fordham*, and Yangon-based *Statement Architecture*, with support from IPE, worked on the assessment and a brief for the plan of physical revitalization of the UY Campuses. A series of visits, involving campus assessments, discussions with the Hardware Sub-Committee, UY leadership, staff and students, were made by IPE, UK partners and local Myanmar experts during 2018, with two extensive studies of the main UY Campus (Kamayut) and the Hlaing Campus made by the joint team in December 2017 and March 2018. The work of the Hardware team included an analysis of the existing building and

infrastructure, and of the prospective projects at various stages of development, with a special focus on health, safety and fitness of the existing campuses to serve the needs of university modernization and growth as an educational institution. This Master Plan provides a unifying vision for all hardware-related projects to be initiated or planned as of 2018, including the projects of immediate need (canteens, library, Student Union building, and new academic and residential facilities required to sustain the student body and its incremental growth by 2020) and prospective developments beyond 2020.

The Master Plan has been provisionally adopted by the University of Yangon Revitalization Committee and is presented to the University community and stakeholders for discussion and feedback which will lead to its final elaboration and adoption.

The UYRC will oversee the implementation of the Master Plan, led by the University of Yangon, in close collaboration and with support from the partners who have contributed to the development of the Plan and additional and new partners carefully identified and invited for their specific expertise and experience in the areas of Master Plan implementation.

## EXISTING CONDITIONS AND NEW OPPORTUNITIES

The Master Planning process proceeded based on a careful analysis and recognition of existing systemic conditions and structural limitations that have shaped the University of Yangon, and Myanmar's higher education more broadly, over recent decades, as well as the new opportunities brought about by the democratic transition, the high priority given to the enhancement of university education in the country, and by the regional efforts to promote an ASEAN higher education space shaped by shared standards, policies and development strategies.

### **Limitations:**

- Centralized system of governance and management of higher education, dependence on central planning and resource allocation (including student admissions and human resources), and limited mandate and capacity for self-management;
- Insufficient quality and capacity of academic personnel and resources;
- Centralized curriculum, outdated teaching and research methods and tools, and limited choice of subjects of study for universities and for students;
- Declining career relevance and value of domestic higher education degrees;
- Continuous rotation of teaching and administrative staff, which hampers long-term planning and sustainability of operations as well as capacity building in all areas;
- Separation of teaching and research, inadequately developed culture of independent academic work and interdisciplinary learning;
- Lack of recognition of Myanmar higher education credentials abroad, and lack of inclusion in international academic collaboration as equal peers;
- Restrictions on student involvement in university governance, planning and quality assurance.

### Opportunities:

- Recognition of the university autonomy by the National Education Law (2014) and commitment of the wide range of stakeholders, including the central government and the UY community, to gradual implementation of autonomy that will be reflected in the elaboration and application of new, modern structures, frameworks, policies and practices for self-governance, management and quality assurance;
- Strong motivation and commitment of the stakeholders, University personnel and students to rejuvenate all activities and upgrade the quality of governance and management, teaching and learning experience, service to the community and contribution towards the needs of the nation's development;
- Young population encouraged by the democratic change and motivated to be educated for careers of their choice and for future service to the nation, connected internationally by technology and social networks and determined to shape their own future;
- Strategic decision at national level to prioritize the revitalization of UY and commitment to revise the existing standards and practices and develop new frameworks to encourage and enable its sustainable renewal, quality improvement and strategic growth;
- Commitment of external partners, domestic and international, to the long-term development agenda of the University; active participation in the mobilization of the necessary intellectual, organizational and financial resources towards this development;
- Movement towards an open labor market and mutual recognition of education credentials with ASEAN countries and expansion of ASEAN qualification and quality frameworks.

Taking into account these conditions and opportunities, the key themes of the strategy for revitalization and development of the University of Yangon include: advancing university autonomy, creating institutional frameworks for enhanced quality and efficiency, modernizing strategies and approaches to teaching and learning, research and service to the community, and advancing physical regeneration of the UY campuses and accommodating institutional growth.

## OBJECTIVES OF UY'S STRATEGIC TRANSFORMATION

Through the Master Plan, the University of Yangon community wishes to articulate in practical terms its commitment to achieve significant strategic transformations in the following four areas, with the support of the national authorities and partners:

### A. The Advancement of University Autonomy

- Move towards autonomy in academic program planning and implementation, student admissions, staff recruiting, retention and promotion, university organization and administration, finance, and international cooperation. Enshrine operational principles of university autonomy by the adoption of the Charter of the University of Yangon;
- Develop efficient, transparent, equitable and inclusive governance, administration structure, policies and procedures, and build capacity of the leadership, staff and students in support of the organizational / administrative autonomy;
- Introduce the practice of internal strategic planning and multi-year budgeting, with core funding provided through an annual allocation from the national budget, in order to enhance

the efficiency of resource planning and allocation in support of the university's development goals.

**B. The Creation of Institutional Frameworks for Enhanced Quality and Efficiency**

- Introduce effective and transparent quality assurance frameworks and processes on the institutional and program level and ensure full and regular engagement of all university members in advancing a quality culture and raising quality standards at UY;
- Reform the staff transfer system and introduce performance-based promotions to ensure the recruitment and retention of highly qualified staff and the continuity of the university's development efforts;
- Transform the communication, data management and administration processes and procedures from paper-based to computer-based;
- Review and update curricula across all fields and subjects to enhance their relevance to students' needs, national development agenda and graduate employability, reflection of the international state-of-the-art in academic fields, and integration of new educational technologies and on-line resources;
- Create university centers and units responsible for the systematic upgrading of academic skills of students and faculty and improvement of quality in all areas of academic delivery, including teaching and learning, research, English language as a medium of instruction, communication and publishing, critical thinking and leadership skills;
- Enshrine and promote active and constructive student engagement in quality assurance.

**C. The Implementation of Modern Strategies and Approaches to Teaching and Learning, Research and Service to the Community**

- Introduce a Faculty System;
- Increase interdisciplinary collaboration in teaching, learning and research;
- Achieve significant shifts in pedagogy away from rote learning to a student-centered approach, build pedagogical capacity and innovation at all levels and programs;
- Formulate and implement relevant educational tracks for further human resource development and life-long learning;
- Pool the resources of the Faculties and other universities in Yangon towards creating a comprehensive network of training programs and courses addressing the needs of knowledge and skills in the public service, professional communities and civil society;
- Develop new educational and training programs in the areas of Governance, Public Policy and Public Administration and enhance the research and training capacity in support of evidence-based policy making at all levels;
- Develop effective mechanisms of alumni and community engagement.

**D. The Physical Regeneration of the UY Campuses to Sustain Institutional Revitalization and Growth**

- Increase the number of full-time students according to the training capacity of the University, reaching at least 8,000 students by 2020 and at least 12,000 students by 2030;

- Significantly increase the overall number of academic staff to accommodate the development of new educational programs and ensure a desired overall faculty to student ratio of 1:10 (at graduate level) and 1:10 - 1:20 (at undergraduate level, with relevant variations across the Faculties) by 2030;
- Update the profiles and job descriptions and revise the skill sets of the administrative staff for the new mandates and responsibilities of their units, enhance administrative capacity without a significant increase in the staff numbers, with special emphasis on developing new units necessary to ensure autonomous university management;
- Proceed with the revitalization of the UY (Kamayut) Campus by 2020, focusing on the improvement of health and safety standards, refurbishment and expansion of classroom space and student residences, modernization of study and research laboratories and equipment, creation of new shared academic and social spaces, construction of a new canteen and Student Union building, and comprehensive modernization of the University Libraries;
- Develop a plan for a fully integrated multi-campus university, with two core locations serving distinct functions (academic campus in Kamayut and residential campus in Hlaing) connected by advanced technology, necessary communication systems and adequate transportation, to be implemented between 2020-2030;
- Strengthen collaboration in training and research with other specialized universities in the city of Yangon (Yangon University of Economics, Yangon University of Foreign Languages, Yangon University of Education, Yangon Technological University, University of Information Technology), develop transparent and effective mechanisms of academic credit transfer among the universities and facilitate the development of university partnerships, including shared curriculum, teaching and research programs, and resources.

## ELEMENTS OF THE MASTER PLAN

The Master Plan outlines the ambitions, objectives and implementation steps in each of the four areas of strategic transformation as they will occur during the period covered by the Plan, in detail.

Further, the Plan contains a Section on Centennial Milestones – significant changes in the areas of structure and quality of the existing institution and programs of highest priority for a decisive revitalization of the University of Yangon leading up to its 100<sup>th</sup> anniversary in December 2020.

Centennial Milestones for 2020 include:

- I. Improvement of Teaching, Learning and Research
- II. Enhancement of English
- III. Modernization of Information and Communications Technology Infrastructure and Facilities
- IV. Upgrading Campus and Facilities and Improving Student Experience on Campus

In addition to the ambitious program of on-going improvement of quality of the existing programs, staff and facilities, the Master Plan advocates for a number of specific projects under the rubric of Strategic Steps and Innovations – specific features of transformation and innovation in the university's structure, programs and services that are essential for the significantly improved performance and delivery of the university as a center of excellence in teaching and learning, that will shape the University of Yangon as Myanmar's Flagship University in the 21<sup>st</sup> Century. Within the first three years of implementation of the Master Plan, the University will undertake a number of specific

emblematic projects that (a) have a high potential for structural and quality transformation of the UY, (b) emphasize and strengthen the role of the Flagship University in serving the needs of national development and (c) lay the foundations and provide a roadmap for other universities to follow in these areas of development as university autonomy expands in Myanmar. Additional planning for these projects will be completed and their implementation will commence in 2018. These specific clusters of implementation activities include:

- Adoption of the University of Yangon Charter and Implementation of University Autonomy
- Transforming Governance for Autonomous University
- Establishment of the Institutional Quality Frameworks
- Introduction of a Faculty System
- Improvement of Teaching and Learning: Curriculum Review and Modernization
- Continuous Enhancement of Academic Capacity: Center for Learning and Teaching
- Strengthening the Center for Human Resource Development and Life-Long Learning
- Establishment of a Program in Governance, Public Policy and Public Administration
- Establishment of a Department for Environmental and Water Studies
- Modernization of the University Libraries
- Strengthening Higher Education Leadership and Cooperation

## CHAPTER ONE

# Myanmar Flagship University: Vision, Mission and Foundational Principles

### 1.1 UNIVERSITY'S KEY ASPIRATIONS

UY is set to modernize and expand its vision and mission, and bring up to date its foundational principles which will orient all its activities and future development. The University will develop as an autonomous Flagship University in the arts, sciences, and technology, with the long-term goal of becoming a more comprehensive institution with a strong internal capacity to deliver advanced teaching, learning, research and service to the nation. The University will promote effective intellectual, programmatic and organizational linkages with other universities in Yangon and Myanmar, and active international partnerships.

A set of inaugural definitions and principles developed in line with the Master Plan and expressed as a University Charter will be enshrined by a national authority in line with the Law. It will symbolize the collective commitment of the UY community and national authorities to the path of systematic revitalization, renewal and improvement to allow the University of Yangon to serve the nation of Myanmar in concrete and pragmatic ways. The University of Yangon shall become a leading institution, a center of excellence in teaching, learning, and research, contributing to the goals of national development. It shall be the leading Myanmar university, effectively representing the country on the regional and global higher education arena.

### 1.2 OBJECTIVES

1. Formulate the vision and mission statements and goals of the University of Yangon's Revitalization, in line with the envisioned profile and development trajectory of the university and the ambitions set forth by this Master Plan;
2. Adopt the University of Yangon Charter. The Charter will assert the vision, mission, profile and foundational principles of the University and outline the internal administrative organization of the University and its governance structure. It will reaffirm the character of the University of Yangon as a flagship autonomous university, committed to quality education and research, seeking economic and social relevance, and accountable to the national authorities and public.

### 1.3 IMPLEMENTATION STRATEGIES

1. Finalize the formulation of the vision, mission and foundational principles of the University of Yangon that reflect its profile as an autonomous Flagship University as the basis for the University Charter;
2. Finalize the design of the structure and Organizational Chart of the University, in line with the principles and development priorities established by this Master Plan;

3. Establish and initiate a procedure for enacting the Charter in coordination with the relevant national educational policy bodies (Rectors Committee of the National Education Policy Commission) and Ministry of Education;
4. Publicize the Charter among the stakeholders.

## **1.4 VISION, MISSION AND PROFILE OF THE UNIVERSITY**

### **1.4.1 Vision**

The University of Yangon aims to establish itself as a recognized center of excellence in higher education that fosters national development; is responsive to the needs of Myanmar; reflexive of its diversity; educates creative, responsible and efficient professionals, leaders and global citizens; and actively contributes to the advancement of knowledge as a public good and a key element of economic development and social cohesion.

### **1.4.2 Mission**

The University of Yangon is an Autonomous Flagship University. Its mission is to create a free and vibrant learning environment and provide high quality and effective programs of education, training and research that:

- prepare graduates with the required competencies, skills, integrity and social commitment to support the development ambitions of Myanmar;
- expand the frontiers of knowledge through active and relevant research and academic collaborations;
- support and enhance the national development goals;
- serve as a model that promotes modernization and development of quality higher education in the entire Nation;
- inspire and support life-long learning to meet the challenges of the Knowledge Age;
- nurture members of society instilled with the spirit of cooperation, innovation, creativity and accountability, capable of taking responsibility.

### **1.4.3 Key Values underlying the Vision and Mission**

- High quality education, which is professionally and socially relevant and allows students to reach their full potential and become productive professionals, contributing in concrete ways to the development of the economy and society of Myanmar;
- Robust and innovative institutional research agenda and encouragement and support of creative, and critical original research work by students and academic staff;
- Relevance to the Nation's development agenda;
- Equal access for all talented applicants, without regard to identity, socio-economic background, age or physical ability;
- A model of diversity, intercultural understanding and proactive community engagement;
- An institutional commitment to reflect, preserve, and enrich national traditions and actively seek international engagement in the ASEAN region and globally;

- Respect and safeguarding of academic freedom;
- Responsible exercising of university autonomy.

#### **1.4.4 Defining the profile of the University**

The University of Yangon aspires to become:

- Myanmar's Flagship University;
- an Autonomous University (autonomy introduced progressively);
- a Comprehensive University of Arts and Sciences.

#### **1.4.5 Foundational Principles**

- Attract the best students, academic and professional staff, members of governance and leadership, and strive to achieve both excellence and practical relevance in all areas of university functioning and delivery;
- Develop the next generations of leaders capable of serving the community and the nation in an inspiring and responsible manner and of solving problems and overcoming the differences in effective and peaceful ways, who are passionate about continuous self-improvement and life-long learning;
- Constant and active pursuit of new knowledge as a public good, communicating this knowledge to the society at large and inspiring and helping the community to benefit from it to advance its development and improvement;
- Foster a positive learning environment that is diverse, respectful, inclusive and collegial;
- Relevance of teaching and research - broad and deep, relevant to societal needs and professions, and useful as a basis for broader advanced education of students and lifelong learning;
- Pro-active linkage between teaching and research, where research is an integral part of the academic profession, a factor in curriculum and teaching development and in performance evaluation and promotion;
- A diverse campus, free from partisan or confessional politics, dominated by the common goals of learning, knowledge production, collaborative spirit, and intercultural awareness, which embraces differences, diverse needs and abilities;
- A sense of community that is reflective of the diversity of the nation and diversity of needs;
- Ownership of the campus life by the University Community itself, effectively dedicated to its constant improvement to achieve the goals of learning and personal development;
- A place where student needs and voices matter and where students share the responsibility for the quality of their learning experience and well-being;
- Equal opportunity and support for the disadvantaged and a supportive and inclusive climate for all;
- A dynamic university, capable of self-reflection, engaged in regular renewal of its teaching and learning, striving to respond to emerging local needs and harnessing global trends.

#### **1.4.6 A Flagship University**

The leadership and entire community of the University of Yangon clearly understand and accept the expectations that come with the status of a Flagship University. With full respect for its historical legacy and at the same time, focused on the future, UY's ambition is to strengthen itself as the home of the best talent, a cradle of national leadership, a pioneer of innovation and a foremost ambassador of the nation's higher education system on the global stage; a model university that other institutions of higher learning in Myanmar strive to emulate and forge ever closer collaborative linkages with, for the benefit of the advancement of knowledge and of the national development agenda.

In support of this vision, a Flagship University is an institution of higher learning that:

- operates based on the principles of functional institutional autonomy and academic freedom, relevance and broad engagement in the life of society;
- demonstrates excellence in curriculum, teaching and research;
- designs and implements programs of study, including degree programs and programs of life-long learning, directly linked to the national development agenda;
- attracts the best talents from across the nation (students and faculty) and offers equal opportunity regardless of identity, age, socio-economic background or physical ability;
- focuses on educating future leaders and actively offers learning and professional capacity development opportunities to the government and civil society in areas of need;
- provides leadership and standards of excellence for the entire higher education system and serves as a model for innovations in teaching and learning;
- is a leader among the universities in the country in terms of the quality and quantity of research output and publications, with active international collaborations;
- participates in the formulation of development needs and priorities for improvement of the national system of higher education and serves as a model to other universities in developing and implementing innovative objectives, strategies and practices in enhancing their leadership and staff capacity;
- Initiates and implements international partnership projects of priority for national development and resonant with the Sustainable Development Goals.

#### **1.4.7 An Autonomous University**

- A balanced mix of academic, organizational, staffing and financial autonomy, to be introduced progressively, based on carefully developed internal and national regulations, and accompanied by relevant training programs to build and support the professional capacity needed to operate in conditions of autonomy;
- Financial autonomy is seen as separate from financial independence, as demonstrated by the international experience. UY will remain a public and mainly publicly funded university, with the state as its primary patron, client and funder, therefore specific and transparent policies of financial interaction and areas of self-management in budgeting, spending, fundraising and accounting should be elaborated by UY with relevant government agencies;
- The process of UY gaining and gradually expanding its autonomy will serve as a pilot and a roadmap for other universities to follow.

#### **1.4.8 A Comprehensive University**

University of Yangon strives to develop in line with the National Education Strategic Plan's (NESP) vision of establishing national and comprehensive universities, as a long-term objective (beyond 2020) in Myanmar, however it may not appear realistic for the UY to re-create a fully comprehensive university that would include Arts and Sciences, Economics, Education, Foreign Languages (besides English), Engineering and Medical Sciences and other subjects of study in the foreseeable future.

- Until 2020, UY will focus on regrouping its departments into a more comprehensive constellation of Faculties and develop interdisciplinary programs of training and research making the profile of an Arts, Sciences and Technology university better fit for the needs of the students, national development, professional fields, modern technologies and the goals of life-long learning;
- Where possible and mutually beneficial, the university will collaborate closely with partner universities in Yangon (Yangon University of Economics, Yangon University of Education, Yangon University of Foreign Languages, Yangon Technological University, University of Information Technology) on designing and implementing joint training programs (especially, and initially, at the level of human resource development programs) and pursuing joint research projects of national relevance, share resources in teaching and learning, exchange and consolidate curricula and academic staff and develop and facilitate effective and transparent practice of transfer of academic credits between institutions;
- The university will undertake a comprehensive review of its curriculum and courses by focusing on (re)formulating the learning outcomes of all study programs for greater relevance;
- A comprehensive revision of curriculum and pedagogy towards eradicating rote learning and implementing a student-centered approach, focusing on developing learning, critical thinking, expression, leadership and problem-solving skills of students, will be the primary focus of the transformation of pedagogy and quality enhancement, in consultation with relevant professional associations, National Accreditations and Quality Assurance Committee (NAQAC) and international partners;
- UY will pursue greater integration and collaboration among the disciplines and academic units to respond to specific real-life issues, introduce interdisciplinary specializations, and initiate active sharing of curricula, research and learning resources among the departments and faculties;
- Much needed new programs and specializations, using the current potential of the UY departments to actively expand the boundaries of their disciplines, will be developed. Priority will be given to the following areas: Environmental Studies (Natural Resource Management and Sustainability, Disaster Management, Water Resources, Food Security, Climate Change Adaptation); Governance, Public Policy and Administration; Development Studies (Economic and Social Development, National, Regional and International Development, Urban Development); Sociology and Social Work; Study of Myanmar Nationalities; Peace and Conflict Studies; Cultural Heritage Studies; Gender Studies; Biotechnology;
- Special attention will be given to increasing practical experience and active engagement of students at all levels in learning and acquisition of practical skills, relevant to the professional fields.

## 1.5 IMMEDIATE PRIORITIES AND ACTIONS

### STRATEGIC STEP

#### ADOPTION OF THE CHARTER OF UNIVERSITY OF YANGON AND IMPLEMENTATION OF UNIVERSITY AUTONOMY

##### *Strategic Objective*

Adopt the Charter of University of Yangon. The Charter will assert the vision, mission, profile and foundational principles of the University, as discussed in the Master Plan to be adopted by the Revitalization Committee. It will outline the internal administrative organization of the University and its governance structure. It will reaffirm the character of the University of Yangon as a flagship autonomous university, committed to quality education and research, seeking economic and social relevance, and accountable to the national authorities and the general public.

##### *Background*

Autonomy is a key feature and necessary ingredient of higher education across the world. The concept encompasses the rights and duties of academic institutions to decide independently on academic, administrative, and financial issues. Autonomy has become part of the academic identity and is increasingly seen as a condition for achieving superior results by universities.

Our objective is to establish the University of Yangon as an autonomous institution, within the boundaries of the national regulatory framework. The scope of this autonomy will allow the university to develop, introduce and terminate educational programs, organize its research priorities and collaborations, maintain an efficient organization and infrastructure, manage professionally its finances, while at the same time being accountable for the quality, relevance and sustainability of its service to the nation.

In order to achieve this objective, the University of Yangon needs to develop its institutional autonomy gradually, covering three important dimensions concurrently, fully exercising the flexibility allowed by the national system:

- Academic autonomy – the ability to decide on matters directly related to teaching and research.
- Administrative autonomy – the ability to decide on managerial and administrative matters.
- Financial autonomy – the ability to acquire and manage resources.

The trend towards a less-prescriptive regulatory framework will be accompanied with actions that will strengthen self-governance and public accountability to stakeholders, including students, local and regional partners, and the State, as the primary benefactor. The internal quality assurance mechanisms in tandem with these activities will ensure the accountability of the University of Yangon.

Areas of competence to be developed:

##### **Academic autonomy**

The university should be able to:

- manage access to its study programs, including setting the number of students it can realistically accommodate and serve, designing a policy and implementing procedures for selecting its students;
- design, introduce and terminate degree programs according to academic needs and standards;
- choose the language of instruction;
- design the curriculum of its degree programs, including the number of courses, student assessment, and graduation criteria;
- support and promote research conducted by its faculty members and students;
- set and monitor quality indicators that relate to its teaching and research activities.
- collaborate with local, regional and international universities/ organizations.

### **Administrative autonomy**

The university should be able to:

- develop and exercise its organizational charter, including the capacity to establish and terminate academic and administrative bodies and specify their roles and functions;
- decide the procedures to elect executive heads and representatives, including the Rector, Pro-Rectors, Deans, Heads of Departments, and members of governing bodies;
- terminate its elected executives according to defined criteria;
- create legal entities to enter into contract with third parties;
- decide on the criteria and procedures for the recruitment, promotion and disciplinary action of academic and administrative staff.

### **Financial Autonomy**

The University should be able to:

- develop alternative funding sources and raise funds;
- manage the generated funds thereof as appropriate, including the ability to reinvest the revenue from its own activities and accumulated surplus towards its own program and institutional development plans;
- develop long-term financial planning;
- have ownership of buildings and premises in which its core activities are conducted;
- decide on tuition and other fees charged to students and other users;
- decide on honoraria.

Financial autonomy requires professional and transparent internal accounting and a predictable mechanism of public funding allocation, in accordance with the existing financial rules and regulations.

### **Implementation**

1. Adopt the University Charter that reflects the collective commitment of the UY community to the stated vision, mission and foundational principles, and advancement of the UY revitalization program (end of 2018);
2. Adopt an updated Organizational Chart reflecting a revised university structure;
3. Establish a new system of governance in line with the Charter (2018-19): define the mandate, policies and procedures for establishment and revised functioning of the University Council, Senate and Administrative Board;
4. Develop internal university policies and procedures in line with the Charter and the Revitalization Master Plan to ensure the competent and responsible embrace of the principles of university autonomy and its gradual introduction;
5. Design, adopt and start to implement Institutional Quality Frameworks and internal quality assurance;
6. Train the UY leadership and key staff of new administrative units in requisite skills and processes, including subject-specific expertise and skills; information management; strategic planning, leadership and team management; project planning, management and evaluation; budgeting; reporting; communication (20 staff trained by end 2018; 100 staff trained by end 2020) through internships, *in situ* workshops and mentoring programs;
7. The University Council will oversee the drafting of policies that will regulate the outlined areas of autonomy, and where necessary, establish units and structures that will enable the university to function autonomously and to the highest standards;
8. Develop the capacity and procedures for strategic planning, cascade the Master Plan into strategic plans of Faculties, Departments and University Centers;
9. Integrate strategic planning with multi-year budgeting (with core funding received as annual allocation from national budget); develop multi-year budget proposals for short term (2019-2021) and long term (2021-2030);
10. Develop institutional capacity (requisite staff, instruments, policies and procedures) for technology-assisted management, including on-line data gathering, record-keeping, documentation and communication, to facilitate moving away from predominantly paper-based management to improve efficiency and transparency.

## CHAPTER TWO

# Efficient University Governance and Organization

### 2.1. STATEMENT OF AMBITION

UY strives to emerge as the first autonomous university in Myanmar. As part of the implementation of the Master Plan, it will progressively develop and put in practice a system of

governance supported by solid structures and professional capacity in the areas of academic affairs, organization, staffing and financial administration. Autonomous operations are governed by the goals of quality, integrity, responsibility, relevance and efficiency. UY will serve as a model for other universities in Myanmar to emulate in progressively developing institutional autonomy and efficient governance and organization.

## 2.2 DEVELOPMENT OBJECTIVES

1. Matching gradual introduction of institutional autonomy with the development of upgraded governance and management capacity;
2. Creating a clear and functional system of governance;
3. Developing a robust and effective administrative structure with clear mandates and balance of responsibilities and accountability at all levels;
4. Developing and enacting a comprehensive set of internal university policies and procedures covering a full range of areas of university governance, management and academic performance to ensure the professionally competent and responsible embracing of the principles of university autonomy and its gradual introduction;
5. Enhancing existing capacities and building new ones for competent and responsible performance of the requisite functions by the constituent academic and administrative units engaging the best available talent;
6. Designing and putting in practice institutional quality advancement and quality assurance frameworks and mechanisms.

## 2.3 IMPLEMENTATION STRATEGIES

1. Significantly improve capacity for top management/leadership and empower the key actors to demonstrate initiative, put forward and implement relevant and well-conceived projects addressing the immediate needs of UY's development;
3. Reduce the bureaucratic load by identifying clear channels and procedures of internally decentralized decision making and establishing professionally staffed units to oversee specific areas of UY management and development;
4. Identify clear channels and procedures of internally decentralized decision making and establish professionally staffed units to oversee specific areas of UY management and development;
5. Revise the existing departmental structure to create Faculties which will allow for greater flexibility in development of specializations in teaching and research, including interdisciplinary fields that reflect the current needs in Myanmar and international trends, and utilize the existing academic capacity more effectively through shared curriculum, academic staff and teaching resources;

6. Develop a set of academic support units which will assist with the capacity development of students and academic staff in areas of Academic English, Curriculum Development and Methods of Teaching and Learning, Research and Partnerships Development and Support;
7. A permanent and effective international affairs and partnerships office should be created and properly integrated with both the administration and academic and student community;
8. Strengthen existing, and develop new administrative and support units to perform effectively the tasks of autonomous academic planning and delivery and effective management in all areas of university performance and development, including quality assurance, student services and human resources, international exchange, outreach and development and ICT and campus redevelopment;
9. Revamp the composition of teaching and administrative staff by launching a gradual recruiting and human resource enhancement process to attract the best individuals using competitive recruitment procedures, flexible offers of employment and procedures for employing the best-qualified academics and professionals beyond the civil service staff of the Ministry of Education, including those holding foreign academic degrees;
10. Introduce policies for staff evaluation and promotion and create opportunities for internal promotions based on merit to ultimately replace the current practice;
11. Upgrade the structure and enhance the capacity of the Budget and Finance Office to improve the process of budgeting, financing and management of available resources and increase transparency and efficiency;
12. Establish proper channels for applying, receiving, administering and reporting on external funding and technical assistance for specific collaborative projects; create a healthy balance between individual initiative of academic staff and researchers to develop collaborations, seek external support and funding and act as project leaders with the approval of the University's governance bodies (at a Faculty or University level as appropriate), responsibility and accountability at the project level, and institutional support for proper administration of such projects.

## 2.4 IMMEDIATE PRIORITIES AND ACTIONS

1. Establish a University Council– the highest body of UY governance;
2. Establish clear definitions of responsibilities, mandate and operational principles of the University Senate and the University Administrative Board accountable to the University Council;
3. Define specific areas of responsibility, mandate and reporting structures for the re-envisioned positions of Pro-Rectors. In addition to the Pro-Rector for Academic Affairs (in charge of teaching and learning, curriculum, research, academic resources and educational technology, and development of institutional quality assurance frameworks) and Pro-Rector for Administration (in charge of human resources, budget and finance, and campus development and infrastructure), introduce a new position of Pro-Rector for Institutional Development (in charge of the matters related to developing autonomy, policies and procedures, international and public relations and fundraising);

4. Through an inclusive consultation, define the needs and opportunities for creating a Faculty structure and define the scope and functions of the Faculties in teaching, learning, research, international collaboration and outreach (projected Faculties: Faculty of Arts and Humanities, Faculty of Social Sciences, Faculty of Science, Faculty of Law, Faculty of Technology);
5. Define the profile and responsibilities, and develop an appointment procedure for the Deans to assume the leadership of the Faculties starting in 2019-20;
6. Define the mandate and develop guidelines for the Faculty Boards and establish the Faculty Boards before the end of 2020.

## STRATEGIC STEP

### TRANSFORMING GOVERNANCE FOR AUTONOMOUS UNIVERSITY

#### *Strategic Objective*

Establish an effective, transparent, inclusive and responsive system of university governance, to support successful transition of the University of Yangon to autonomy, ensure effective and results-oriented strategic planning for university modernization, revitalization and growth, and implementation of its Vision, Mission and Foundational Principles as a Flagship University.

#### *Background*

Implementation of the university autonomy necessitates the creation of a new functional system, structure and culture of governance.

The new University governance structure will be founded on the values of

- university autonomy,
- academic freedom,
- commitment to quality and effective quality assurance,
- transparency,
- efficiency,
- empowerment and engagement of university constituents at all levels,
- collaboration and inclusive participation of stakeholders, including the broad involvement of students and academic staff as the core constituencies of the institution,
- commitment to strategic development, innovation and implementation of the vision of the university revitalization laid out by this Master Plan.

#### *Implementation*

In accordance with the National Education Law, the University Council will be formed as the new highest body of governance and strategic development of the University of Yangon. It will draw the directions, principles and priorities of strategic development and planning of the university, its expansion, implementation of autonomy and collaboration within the National University system. The UY University Council will be established immediately following the adoption of the Charter of the University, no later than by the end of 2018-19. It will comprise the senior leadership of the UY, student and academic staff representatives and external stakeholders, delegated by the

University of Yangon Revitalization Committee. The Mandate, composition and procedures of the University Council will be drawn based on the provisions of the UY Charter.

Currently existing UY Senate and UY Administrative Board will be retained and revised through an election process following the establishment of the University Council in 2019, to become the main implementing and management bodies for the academic and administrative areas of authority and functions respectively. The mandate, composition and procedures of the Senate and Administrative Board will follow the definitions of the UY Charter; every effort will be made to ensure functionality and equity, transparency, reflexive, responsive and ethical implementation of the UY Vision, Mission and Foundational Principles and avoid duplication of functions, conflict of authority and conflict of interest in the university management.

The Office of the University Council, Office of the Senate and Office of the Administrative Board will act as secretariats of the respective governance and management bodies and shall perform the support functions assigned to them by the Charter.

Currently existing Department for Academic Affairs and Administration and Finance Department will strengthen their role as specialized administration and implementation units, working on the mandates from, respectively, the Senate and the Administrative Board, overseen by the respective Pro-rectors.

The attached Governance and University-Level Administration Chart (***Addendum II***) will be used as a guide for developing the new structure and functions of governance and management bodies at UY as an autonomous university. Specific guidelines defining the mandate, policies and procedures, and staffing of each unit will be elaborated during 2018-2020, in coordination with the provisions of the UY Charter. This provisional structure will be fully put in place by 2020 and finalized, revised as needed, and re-incorporated into the UY Charter following a trial period of five years (in 2025).

### **Support units to be revised and created by 2020:**

#### Academic Support (within the purview of the Pro-Rector for Academic Affairs):

- Office of Academic Affairs (Registrar of Student Affairs and Registrar of Academic Affairs)
- Quality Assurance Office
- Library and Museum Department
- Center for Learning and Teaching
- Centers for University Research
- Center for English Language
- Center for Information and Communications Technologies

#### Administrative Support (within the purview of the Pro-Rector for Administrative Affairs):

- Human Resources Office (Staff Office)
- Budget and Finance Office
- Campus Development and Maintenance Office

#### University Development Support (within the purview of the Pro-Rector for Institutional Development):

- Office for Development of Campus Life
- International Cooperation Office
- Office of Public Relations, Development and Outreach (including a Fundraising Unit and an Alumni Relations Unit)

- Center for Human Resource Development and Life-Long Learning

**Key Governance Documents and Institutional Policies to be developed and adopted:**

By the end of 2019:

- University Charter
- Organizational and operational regulations
- Admissions policy and procedures for degree and non-degree students
- Institutional Quality Frameworks and Guidelines

By the end of 2020:

- Policy on establishing, operating, and modifying degree programs
- Policy on establishing, operating, and modifying non-degree programs
- Policy on academic credits (assignment of credit hours, credit transfer)
- Policy for international engagement and collaborative projects
- Financial aid and student fees regulations
- Human resources policy (Staff employment, development and retention policy)
- Student rights, rules, and academic regulations
- Public relations and communications policy (including the Website policy)
- Library regulations
- Code of ethics
- Equal opportunity and non-discrimination policy
- Research policies: research support, ethical research policy, publication and Open Access policy, research data management policy
- Policy on intellectual property rights and plagiarism
- Personal data protection policy
- Health and safety policy

## STRATEGIC STEP

### ESTABLISHMENT OF INSTITUTIONAL QUALITY FRAMEWORKS

#### *Strategic Objective*

Design and implement effective university-level quality frameworks that will allow the University to advance the quality culture, quality planning, quality control and quality assurance internally, and comply with external quality assurance mechanisms on national and international levels. Putting effective, transparent and convincingly functioning quality assurance measures in place will ensure the sustainable development of the University as an autonomous institution, trust and support from the stakeholders and engage all members of the University community in a continuous quest for self-improvement.

In the short term, the University of Yangon aims to introduce a well-organized internal quality assurance system that can ensure the quality of its educational and research activities and guarantee long term improvements, while at the same time acknowledging that quality should be judged also by external stakeholders.

Nowadays, Internal Quality Assurance (IQA) involves a more evidence-based approach that focuses on quality enhancement. Therefore, the University needs to ensure a strong link between quality standards, quality enhancement strategy, and performance assessment. This approach to IQA mechanisms should be embedded in the quality culture of the University of Yangon in the long run.

#### *Implementation*

- Development of the Internal Quality Assurance system is of the highest priority for the University of Yangon and will be implemented in line with the policies of the National Accreditation and Quality Assurance Committee. The University as well as its educational and training programs, staff and performance should be available for educational quality assessment and accreditation by the NAQAC according to its developed Standards, Criteria and Guidelines.
- All significant activities related to establishing the Institutional Quality Frameworks will involve close consultation with NAQAC. UY will request the NAQAC to appoint an advisor from among its members, who will be a primary contact and resource person on matters related to the development of national higher education standards and quality assurance policies;
- The University will establish a Quality Assurance Office staffed with at least one full-time and two part-time members. The Office will be responsible for all administrative work related to the development and implementation of the internal quality assurance and administering relations with external quality assurance bodies;
- The Senate of the University of Yangon will establish a Quality Assurance Committee whose members will be responsible for developing the internal quality assurance guidelines and proposing the establishment of any necessary administrative structures for the regular implementation of the IQA activities. The Senate Quality Assurance Committee will guide the work of the Quality Assurance Office. The Committee will include at least one student representative.

- At least three members of the UY staff will be designated as key implementers of the Institutional Quality Framework and will receive extensive training at overseas partner universities in ASEAN and in Europe during 2018-2020;
- By the end of 2018, in synchrony with the adoption of the UY Charter, the Quality Assurance Office will present the Institutional Quality Frameworks and Guidelines for the approval by the University Council. A necessary part of the Quality frameworks will be introducing department's self-assessment procedures and piloting self-assessments in at least ten UY departments selected by the Quality Assurance Office or based on voluntary proposals to conduct self-assessment, two per prospective Faculty. Prior to the launch of self-assessments, at least two staff members from each participating department will be trained in situ in self-assessment methodology, data gathering and documentation and report writing. Department's self-assessment will necessarily involve student evaluation of courses;
- Departmental self-assessment practices will be introduced at all UY departments before the end of 2020;
- The University of Yangon will also make itself available for diagnostic and formative evaluations and expert assistance from regional and international Quality Assurance Agencies to ensure the development of transparent and consistent quality standards, IQA practices and institutional quality culture.

## CHAPTER THREE

# Attracting the Best Talent and Building a Vibrant Student Body

### 3.1 STATEMENT OF AMBITION

In keeping with its history and renewed mission, UY will once again become a place where outstanding talent is attracted and cultivated, and where gifted and ambitious learners from all walks of life, representing the rich diversity of the country, are supported to achieve their full potential to become inspiring, efficient and responsible professionals and leaders of their communities and of the nation, and proudly and competently represent Myanmar in the global community.

### 3.2 DEVELOPMENT OBJECTIVES

1. Ensure the most promising students apply and are recruited to academic programs of their own choice, by establishing UY's own admission policies balanced with designated scholarship and academic support that ensure equity and inclusivity;
2. Develop a framework for diversification and make it possible for students from disadvantaged social and economic backgrounds and areas to enroll in higher education by applying admission quotas;
3. Develop mechanisms to enhance the preparedness and performance of students from disadvantaged backgrounds admitted through quotas and minimize their drop-out, and develop a set of remedial programs focused on foundational academic (learning) skills for underperforming students;
4. Design channels and procedures for enrollment of mature students and self-funded students;
5. Create employment frameworks for students (especially self-funded Masters and PhD students) who wish to pursue relevant part-time jobs in the public sector or at the university during the term of their studies;
6. Reinforce the Academic Affairs Department with the Office of Student Affairs and Campus Life responsible for recruiting, student support, career advising and student life;
7. Create channels for student involvement in the university governance and a functioning Student Union working as a partner of university development affecting student's academic accomplishment and well-being.

### 3.3 IMPLEMENTATION STRATEGIES

1. Determine the profile of students UY wishes to attract in general and for each of its programs and design strategies to attract and retain such students;
2. Develop UY's own entrance/enrollment requirements and procedures for each degree level and non-degree program, that are discipline-specific;
3. Introduce recruitment methods that will increase equity and provide access to talented students from disadvantaged backgrounds;
4. Based at the newly created Center for Learning and Teaching, and with the assistance and capacity development facilitated by external partners, develop and begin implementing a set of key foundational academic courses focusing on critical thinking, English language, study skills, communication and presentation skills, and information and digital literacy. These courses will help disadvantaged and underachieving students improve their performance and mitigate the number of drop-outs;
5. Develop and introduce recruitment and admission policies that will allow mature students (individuals who completed their basic education earlier and wish to enroll or return to the university after a period of work) to enroll in undergraduate, Masters' and PhD programs of their choice;
6. Define categories of financial aid (need-based and merit-based) for all categories of students and introduce clear and transparent mechanisms to award them;
7. Design and implement mechanisms of monitoring and improving the students' progress towards degrees (necessary for ensuring the success of all students);
8. Define and promote career paths and training progression, introduce student advising on matters of planning their learning paths and career counseling;
9. Through partnerships with the public and private sectors, develop internships and traineeships specific to each field of study;
10. Define policies and guidelines for part-time employment of advanced students (especially self-funded students at the Masters' and PhD level) in relevant branches of the public sector, and create part-time employment opportunities on campus;
11. With help from international partners, develop opportunities for study abroad.

## STRATEGIC STEP

### MANAGING UNIVERSITY GROWTH

Between 2018 and 2030, the University aims to increase the number of students according to its training capacity, increase the number of academic staff as needed to facilitate the growth of the student body and introduction of new subjects of study, and enhance the capacity of the administrative staff without a significant increase in staff numbers.

The student body is projected to grow to at least 8,000 students by 2020-21 and at least 12,000 students by 2030. The number of academic staff will increase to accommodate the development of new educational programs and to ensure a desired overall faculty to student ratio of 1:10 (at graduate level) and 1:10 - 1:20 (at undergraduate level, with relevant variations across the Faculties) by 2030. The allocation of academic staff numbers will be increasingly done based on the number of students at Departments, the nature of pedagogy specific to the subject area and the optimum size of cohorts and classes.

**Addendum III** presents the indicative projections of student body, teaching and administrative staff growth to the Centennial Year of 2020 to the Master Plan target year of 2030. These projections are made for full-time students and full-time academic and administrative staff, and take into account the new specializations and departments that are projected at the time of drafting of the Master Plan. However, further new specializations can be proposed and current proposals revised during the process of planning and transition to the Faculty system. The student growth projections are based on the currently allocated and supported annual intake of undergraduate students as of the end of 2017. The annual intake projections will be revised in 2020 based on the actual student enrollment and retention rates and the level of competition for enrollment in various specializations as the UY introduces its own admission process. While these adjustments will produce fluctuations of the actual numbers in the departments and Faculties, the overall university-wide growth targets will be observed.

Introduction of technology-assisted management for data gathering, storing and analysis, document circulation, communication and approval procedures, and building the requisite skills and capacities of administrative staff will ensure a more efficient allocation and utilization of administrative staff and resources and not require significant increases in the number of administrative staff.

The University will oversee a transition of the budgeting schema to reflect the number of students, instead of current practice of budget allocated based on the number of staff. A calculation of unit cost per student, for long-term budgeting and development purposes, will be necessary. This unit cost will involve the estimation of the cost of teaching and administrative staff, facilities, technology and services necessary for effective delivery of teaching and learning, adequate maintenance and long-term development investment of campuses, including the research and residential facilities, and may vary across Faculties and areas of studies. Following the definition and calculation of the unit cost, the UYRC and the senior University administration will identify the funding and revenue targets for the period up to 2030, and define components of this unit cost which can be considered for self-financing or external funding. While one-time significant investments in infrastructure expansion (construction and restoration) will be necessary in the coming years, the overall financial efficiency of the university will increase with the growth of the student body reflecting economy of scale.

## STRATEGIC STEP

### BUILDING AN INCLUSIVE, CULTURALLY RICH AND VIBRANT CAMPUS

The University of Yangon strives to become an inclusive, culturally rich and vibrant campus by 2030, embracing diversity, encouraging and supporting students of diverse backgrounds and abilities to engage in learning, and helping them realize their full potential to contribute to society as professionals, intellectuals and citizens. To this end, UY will introduce special admission tracks for the students from disadvantaged areas and backgrounds.

The practice of quotas will need an effective and proactive system of support for recruiting students from disadvantaged backgrounds, and development of their learning skills, (including remedial modules and programs, consultations, mentoring programs and peer support). Academic staff with relevant and effective pedagogical approaches are necessary for ensuring successful academic progress of these students.

As part of the physical revitalization of its campus, UY will improve access to its existing premises, taking into consideration the needs of students with physical disabilities and in conformity with the most progressive modern standards and practices of university accessibility. In planning all new physical developments on its campuses, specialist expertise will be engaged in the design of the physical development plan to assess the current and necessary accessibility.

To serve the UY's ambition to become an increasingly inclusive university, the Center for Learning and Teaching will develop capacity and actively pursue research, seek relevant expertise, models and best practices in providing access for students with disabilities and special learning needs. The Center will develop proposals for enhancing UY's capacity to expand access to training, learning and engagement opportunities for such students and will lead in the implementation of relevant projects.

## CHAPTER FOUR

# Excellence and Relevance in Curriculum, Teaching and Learning

### 4.1 STATEMENT OF AMBITION

Responding to the needs of modern society, the advancement of knowledge and the goals of national development, UY sets out to revamp its programs of study, continuously revise and modernize the curricula and transform the pedagogy to achieve excellence and relevance in teaching, learning and development of skills, competences and values that are relevant to students as professionals, citizens and leaders, and build the foundations for life-long learning.

### 4.2 DEVELOPMENT OBJECTIVES

1. Introduce a Faculty structure;
2. Improve the range, relevance and quality of programs of study at all levels to make them relevant for the national development agenda and graduate employability;
3. Transform pedagogy towards student-centered learning;
4. Conduct a comprehensive review and revision of the curricula and learning resources;
5. Develop unique and specific academic programs under the UY brand, beyond the curriculum and academic specializations prescribed by the centralized national Boards of Studies, focusing on the creation of new programs of study that will train specialists needed for successful implementation of the national reform agenda;
6. Introduce new programs of an appropriate level in subjects of need, including Sociology, Social Work, Environmental Studies, Natural Resource Management and Sustainability, Biotechnology, Governance, Public Policy and Administration, Economic and Social Development, Peace and Conflict Studies, Urban Development, Migration Studies, Study of Ethnic Cultures and Religions, and Gender Studies;
7. Update curricula for all programs in light of the National Qualifications Framework that is linked to the needs of the professional fields and national development objectives;
8. Formulate and regularly assess competencies-based learning outcomes for all courses;
9. Develop and introduce training modules in critical thinking; critical reading; academic writing; discussion and presentation skills in the undergraduate curricula;
10. Enhance the use of English as a medium of instruction; improve academic staff's English language capacity concurrently with the development of improved modern teaching methods and resources;

11. Develop a clear and effective system of assessment of student learning with increased focus on formative assessment methods and techniques that stimulate and enhance student progress and performance throughout the learning cycle;
12. Develop a transparent, internationally relevant and credible system of credits for academic work at different levels (undergraduate, Masters and, potentially, PhD) and develop policies and mechanisms for credit transfer with ASEAN and other international universities;
13. Establish a Center for Learning and Teaching as an internal capacity enhancement unit that will support the Departments and Faculties by designing and implementing programs aimed at: curriculum and course development, enhancement of pedagogical skills, modernization of learning resources and technologies; methods of assessment; research design and methods. The Center will develop and implement a framework for regular analysis and dissemination of good teaching practices and innovations and mentoring programs focused on improvement of teaching and research;
14. Gather the programs of Human Resource Development and postgraduate courses under a Center for Human Resource Development and Life-Long Learning that will co-ordinate, administer, and publicize a portfolio of non-degree programs offered by UY Departments and Faculties to external audiences. The Center will work with the UY Departments and Faculties and external stakeholders (government agencies, private sector employers, community leaders, and international development partners) to ensure that these programs are responding to the evolving economic and societal needs of the nation.
15. Implement a comprehensive program in support of knowledge, skills and capacity enhancement of academic staff in all areas of academic performance, including subject expertise, methods of teaching and learning, assessment, research, English language as a medium of instruction, presentation and publication.

### 4.3 IMPLEMENTATION STRATEGIES

1. Formulate the structure and functions of Faculties;
2. Each department (or for groups of departments within prospective Faculties, as relevant), will establish a Curriculum Review Working Group to conduct, during 2019, a comprehensive curriculum review and revision for each program, in consultation with the National Curriculum Committee, National Accreditation and Quality Assurance Committee, and in alignment with the National Qualification Framework. The departmental Curriculum Review Working Groups will be comprised of the Head of the respective department, select staff and relevant national (professional) and international (academic) experts - five to eight members, according to the need and availability. The revised curricula will be subject to endorsement by the Senate. This Committee will also assume responsibility for mandating and overseeing the development of new academic programs which reflect the needs and utilize and improve the capacity of the University;
3. Upon the formation of the Faculties and completion of the departmental curriculum review process, the Curriculum Review Working Groups will transform into faculty-wide Curriculum Committees which will be responsible for on-going curriculum review and development of new programs and courses with priority given to inter-disciplinary and cross-departmental specializations, including postgraduate courses in the areas of greatest need;

4. Launch a needs assessment, formulation of structure and scope, and an analysis of staffing needs and capacity development for opening a Faculty of Law. A separate proposal/plan for the establishment of the Faculty of Law, developed in collaboration with the most significant national stakeholders and most relevant international partners, to be completed and submitted to the University Council for approval and further action by mid-2019, with the Faculty of Law established by the start of the 2020/21, following a comprehensive revision of curriculum and staff renewal and upgrading. UY leadership will work to ensure that the creation of the Faculty of Law in the Flagship University becomes a project of national significance and attracts priority support from the Government and partners;
5. As part of curriculum review and new program/course development, ensure that all programs make optimal use of ICT facilities and e-Library resources;
6. Assess training needs for all academic and support staff and revise the qualifications and staff numbers required to ensure effective and efficient delivery of programs;
7. Upgrade the faculty through selective re-appointments and gradually introducing merit-based mechanisms of recruitment and promotion;
8. Develop programs of on-going academic development for faculty designed and implemented under the leadership of the Center for Learning and Teaching and in active collaboration with international partners and academic peers, focus initially on the training of trainers and gradually build the University's own framework for long-term strategic and sustainable academic capacity enhancement as an integral component of the internal quality framework;
9. Develop internal policies to minimize the practice of assigning administrative tasks to academic staff not relevant to their direct academic responsibilities or work of the department;
10. Improve the departmental facilities for academic staff, including better working conditions, more privacy, Internet access and necessary equipment;
11. Expand and formalize the practice of involving practitioners from Myanmar, outstanding academics from the diaspora and relevant academics from the region and from overseas as adjunct and visiting faculty;
12. Incorporate experiential/practical learning programs and approaches in the curricula to enhance the relevance of the education to real-life issues, create clear pathways towards careers, where possible, and empower students to become involved in addressing the needs of the community and of development at early stages of learning (including research and creative projects with mentoring from academic staff, senior/graduate students or professionals from the field of practice; study abroad; entrepreneurial initiatives and training; internships; community engagement/service projects; creative portfolios.);
13. Increase academic staff and student mobility and participation in internationally-supported capacity development activities, research and teaching partnerships that support the needs of the revitalization process;
14. Initiate an intensive awareness-raising and skills building program to promote and implement student-centered learning approaches, eradicate rote learning and implement the practice of continuous formative assessment of student performance;

15. Develop clear policies and procedures for academic staff performance evaluation;
16. As part of the internal quality assurance, develop an effective system of course and teacher evaluation by students, self-evaluations and peer evaluations by academic staff;
17. Reinforce the Center for Human Resource Development and Lifelong Learning (CHRD-LLL) with appropriate facilities and qualified staff;
18. Launch a Teaching Excellence Program through the Center for Learning and Teaching aimed at supporting and providing incentives to UY staff for implementing modern, student-centered pedagogical practices inside and outside of the classroom;
19. Revamp and modernize learning spaces: create flexible and open spaces for student learning, social interaction, teamwork and extracurricular projects;
20. Decrease classroom hours and dedicate time and specific formats for students' independent study, practice and experiential learning, social and cultural engagement, and increase the share of regular reading and writing assignments and peer-learning projects incorporated into the course curricula;
21. Formulate clear, transparent and effective guidelines for student assessment, consistent across the fields of study; enhance the role and quality of formative evaluation as part of regular learning cycle; develop and pilot assessment blueprints within the Faculties for possible introduction;
22. Facilitate international mobility and engagement of international faculty and international students to contribute to the quality of the programs at UY and to enhance international exposure for domestic students through student exchange programs;
23. Enhance research capabilities and output of the faculty by formulating the role of research in promotions and allocating time and resources for research as part of regular academic loads; introduce guidelines for Sabbatical Leave;
24. Recognizing the important effects that original and innovative research has on the quality and relevance of teaching and learning and overall quality of the curriculum, enhance the ability and opportunities for academic staff to develop courses, modules, materials and methods that stimulate bringing research into the classroom and associate students with research from early stages of their university learning.

#### 4.4 IMMEDIATE PRIORITIES AND ACTIONS

##### STRATEGIC STEP

##### INTRODUCTION OF A FACULTY SYSTEM

##### *Strategic Objective*

Develop and introduce an effective grouping of the existing academic departments and specializations into Faculties, in order to achieve a greater degree of interdisciplinary collaboration in teaching, learning and research and, as a result, increase the relevance of the educational

opportunities provided by the University; improve efficiency of use and sharing of academic and physical resources of the departments; decentralize academic decision-making and management.

The society expects higher education to produce leaders and experts capable of solving social problems and facing up to the challenges of natural environment in an informed, efficient and ethical manner. Interdisciplinary and cross-disciplinary research collaborations across sciences, technology, social sciences and arts are required for addressing these issues. Forming Faculties based on the vision of shared curricula and resources and support of close collaborations across disciplinary divides on the issues of the day will help address this need to a great extent.

In the past the UY academic organization represented a constellation of relatively autonomous professional Colleges. In recent decades these Colleges have been elevated to the level of separate institutions of specialized higher education and UY was structured around separate departments, managed centrally and not linked to each other to reflect and emphasize shared pedagogical approaches, needs of curriculum, research methods, or specific needs of resources or instruments for teaching and learning.

The creation of Faculties will help decentralize the academic planning and decision-making, create better coherence of administration with the academic realities and development needs of the departments, and improve efficiency in the use of limited resources, including classroom and lab space, equipment and access to technology.

### *Implementation*

Starting in the academic year 2018-19, the University of Yangon will initiate the development of a Faculty structure, by bringing its existing departments and specializations and developing new study programs in five groups under the following Faculties:

#### **Faculty of Sciences**

Department of Botany  
Department of Chemistry  
Department of Geology  
Department of Mathematics  
Department of Physics  
Department of Zoology

#### **Faculty of Arts and Humanities**

Department of English  
Department of History  
Department of Library and Information  
Studies  
Department of Myanmar  
Department of Oriental Studies

#### **Faculty of Technology**

Department of Computer Studies  
Department of Industrial Chemistry  
New: Department of Environmental and  
Water Studies

#### **Faculty of Social Sciences**

Department of Anthropology  
Department of Archaeology  
Department of Geography  
Department of International Relations and  
Political Science  
Department of Philosophy  
Department of Psychology  
New: Department of Myanmar Nationalities  
Studies

#### **Faculty of Law**

Department of Law

**Addendum IV** presents the currently envisaged consolidation of the existing and new Departments into prospective Faculties. The exact composition of Faculties, as well as further (re-)structuring of Departments and allocation of specializations, will be subject to further discussions during 2018-19 that will involve further needs and capacity assessment and consultations with relevant external partners.

These Faculties will collaborate with appropriate departments within and outside of UY for better efficiency, optimal utilization of resources and academic development. These collaborations will follow the policies and guidelines developed and adopted by the University Council and will be implemented and overseen by the respective Deans.

Each Faculty will have a **Dean** elected from among the senior academics of the constituent departments. The Dean will be supported by a small executive staff and will chair the Faculty Board, with a mandate and procedures specified by the UY Charter.

The **Dean's office** will implement the recruitment and selection of students for the Faculty's programs, develop proposals for new programs, specializations and departments for approval by the Senate, formulate research priorities and partnerships and linkages between the educational programs at the Faculty and the field of practice and professions, manage its own premises and equipment and formulate long-term development strategies in the context of the on-going process of strategic planning and University Revitalization.

Some departments are in a better position to initiate the creation of Faculties, e.g. Faculties of Sciences, Arts and Humanities and Social Sciences whilst others will require careful needs and capacities assessment to enable strategic planning and implementation proposals to be developed first (Technology, Law).

The process of creation of Faculties is expected to take five years, with the frameworks of the Faculty of Arts and Humanities, Faculty of Social Sciences and Faculty of Sciences with the appointment of Deans, Dean's Offices and Faculty Boards introduced by the start of the 2019-20 academic year.

The existing Department of Law will be upgraded to ultimately become the **Faculty of Law** with relevant constituent departments. It will be established with a comprehensively revised structure of educational programs, curricula and research agendas fit to address Myanmar's needs in training world-class legal professionals.

The existing **technology-based programs** will be upgraded, expanded and delivered in collaboration with the already established Yangon Technological University and University of Information Technology.

The prospective **Faculty of Sciences** and **Faculty of Social Sciences** will focus their planning on developing areas of inter-departmental collaboration in teaching and research and design of shared curriculum and new cross-disciplinary subjects of specialization. The physical planning of the faculties will focus on the sharing of classroom space and facilities as well as on creating welcoming and functional spaces for the individual and collaborative learning of students.

The new **Department of Environmental and Water Studies** (within the Faculty of Technology) and **Department of Myanmar Nationalities Studies** (within the Faculty of Social Sciences) will be created to address the urgent needs of national development and are envisaged as research-intensive units actively bringing together resources of other relevant UY departments and partner universities. The two Departments will initially function as interdisciplinary research centers offering a limited range of postgraduate education programs (Diploma and HRD courses), and proceed to develop curricula and teaching capacity for Masters' degree programs to be introduced by 2025. Special Task Forces will be set up in 2018-19, in collaboration with relevant internal and

external stakeholders, to conduct needs and capacity assessment and develop plans for establishing the Departments and their initial mandates.

Special effort will be made to identify the **founding academic staff of the Faculties** with recognized excellence in pedagogy and engage them in developing resources and capacity building opportunities as Master Teachers for junior colleagues. In active collaboration with international partners, donors and government agencies, UY will actively seek to create and utilize study abroad opportunities, Scholarships and faculty development Fellowships to improve the knowledge of the subject matter and pedagogical and scholarly skills of junior and mid-career academic staff.

## STRATEGIC INNOVATION

### POSTGRADUATE PROGRAM IN GOVERNANCE, PUBLIC POLICY AND PUBLIC ADMINISTRATION

#### *Strategic Objective*

Contribute to national development by building a system of education and human resource development programs capable of raising a new generation of competent policymakers, implementers and civil servants at the national, state and local levels, conversant with up-to-date concepts, research methodology, and evidence-based policy -making and implementation, capable of working hand-in-hand with civil society and leading research and outreach to the community.

#### *Background*

The context of revitalization of the University of Yangon as Myanmar's flagship institution of higher learning offers an unprecedented opportunity to assert the relevance and crucial role of higher education in training a competent, motivated and highly skilled cadre of professionals of various levels capable of meeting the needs of the nation's development, and in serving these needs with new knowledge and tools obtained through research and extensive collaboration.

UY has already been educating academic leaders, scholars and civil servants despite a lack of comprehensive purpose-focused training programs in policy and governance. Multiple UY staff are contributing to the in-service training of civil servants at specialized field institutions. Establishing a new Postgraduate Program in Public Policy, Governance and Public Administration will enhance this reputation and potential and increase the relevance of the University to national needs. This program, initially hosted by the Department of International Relations and Political Science at UY, in collaboration with other relevant universities in Yangon, will not only serve the needs of training civil servants, but will also ensure the advent of a new generation of competent researchers, analysts and educators with specialized knowledge who will lead in the education and a much hoped-for cultural change in the wider field of policy and governance in Myanmar.

Development of skills for policy research and collaborations across the sectors needs to be an essential component of the program. This will ultimately contribute to the goal of developing functional, efficient and accountable policy-making, governance and public administration for the federal system.

#### *Implementation*

The Program at UY will operate on two levels – as a Human Resource Development (HRD) and Life-Long Learning program serving the needs of in-service upgrading (executive education) of civil servants of middle and top tiers through active outreach to the government agencies, and regular university-based postgraduate degree program as an interdisciplinary Masters course, initially under the Department of International Relations and Political Science, and, at a later stage, as a self-standing department or an interdisciplinary and inter-institutional specialization under the Faculty of Social Sciences, making use of resources of various social science departments at UY and other relevant universities in Yangon.

The HRD and Master of Public Policy and Public Administration courses will provide the necessary diversity of study tracks to address the students' orientation towards more specific fields of practice (e.g. community development, regional planning, urban planning, statistics, finance, public relations, human resources, and natural resource management). The design of the training

specializations will be aligned with government priorities and existing and nascent capacities of the UY.

The development of postgraduate courses, curricula and academic staff capacity will initially focus on a set of new HRD courses in 2019-20 and progress towards a proposal for a Master of Public Policy and Public Administration program to be opened in 2020-21.

The curriculum development for this program will commence in 2018, with a needs assessment and stakeholder consultations on issues of national priorities, other prominent relevant actors, as well as the existing capacity at UY and potential partner universities in Myanmar. UY will seek to identify a key international university to serve as a primary resource and coordinator of international assistance for the implementation of this component of the Master Plan.

Building and practice of skills for research and evidence-based policy analysis will be an integral part of the curriculum at each level, including community-based studies performed by the students and in teams with the academic staff.

The program will seek to engage professionals from relevant fields as adjunct academic staff as necessary. The degree programs will utilize a range of internships in various government agencies and NGOs in the final stages of training.

Making active use of ICT and innovative methods of teaching and independent learning, including blended learning, will be a priority to ensure the wider reach of the program, especially of the HRD component.

Current capacities and resources available throughout various departments of UY and in other institutions in Yangon need to be assessed, producing a detailed inventory of courses, research and training resources and lists of academic staff relevant to the goals of the program.

Consultations with various government agencies on their priorities will allow the focus of the program's specializations to be defined, as well as adequate access to the resources and data for research and training to be ensured. Initial focus can be on two or three areas of concentration, e.g. public finance, urban planning, natural resource management, gradually expanding into new subjects of need.

The University of Yangon will receive international assistance in the design and review of the curricula and courses, and training of the academic staff through residential fellowship and extended mentoring. In the initial stage, the international partners will be expected to contribute short- and long-term visiting lecturers to provide essential substantive modules where there is limited local capacity; simultaneously a number of promising and motivated Myanmar junior academic staff will be recruited and placed in Masters and PhD programs (including modular doctorates where available) at the international partner institutions. A customized range of fellowship and mentoring opportunities will be developed to allow the Myanmar academic staff to audit relevant courses, advance their research, and develop curricula, resources, methods and techniques of teaching and assessment.

## STRATEGIC STEP

### CONTINUOUS ENHANCEMENT OF ACADEMIC CAPACITY: THE CENTER FOR LEARNING AND TEACHING

#### *Strategic Objective*

The Center for Learning and Teaching at the University of Yangon will advance pedagogical excellence and innovation and help reshape higher education on campus and beyond, in collaboration with other relevant universities. It will comprise permanent staff supported by multi departmental staff to train current and new academics, ensure the quality of programs and empower students and academic staff through learner centered approaches.

#### *Background*

In the context of the UY Revitalization, the greatest and most urgent challenge faced by this Master Plan is a comprehensive transformation of the academic quality of the University of Yangon in the design, delivery and relevance of its programs, its curricula and pedagogy. UY is at the start of a long-term process of translating the ambitious vision of a 21<sup>st</sup> century University, which is a true Flagship of the nation's higher education system and recognized and respected university in the world, into reality with a revised and modernized curricula, student-centered classroom and out-of-classroom practice and innovative and effective collaborative research interaction.

These transformations will require a change in the culture of inquiry, intellectual work and expression. They will necessitate the elimination of unproductive hierarchies in knowledge production, with a decisive departure away from the pedagogy of rote learning, and a move towards the empowerment of students with their own development, growth and realization of their full potential as a goal. For this change of culture to take root, some structural and methodological innovations, consensus and capacity building efforts and practice and mentoring in new approaches to teaching and learning is necessary. It is fortunate that a large number of UY staff are talented and dedicated teachers; many have accumulated significant exposure in foreign study programs and expressed commitment to innovation and modernization in teaching and research and are prepared to take a lead as trainers and mentors.

The Center for Learning and Teaching will facilitate this change of culture and the practical transformation of skill sets and practices of academic staff and students into teachers and researchers and build a community of learners dedicated to:

- pedagogy that is learner-centered, inclusive and reflects modern approaches to teaching and learning;
- teaching as a critical practice driven by inquiry, experimentation, reflection, and collaboration;
- purposeful use of modern technologies and media in teaching and learning;
- active, creative and relevant extracurricular activities that foster the holistic development of students.

#### *Implementation*

The Center will act as a research and training unit focusing on:

1. design and implementation of programs aimed at skills building for curriculum and course development, enhancement of pedagogical skills and implementation of student-

centered learning, modernization of learning resources and technologies and methods of assessment for academic staff;

2. documentation and dissemination of good practices and innovation in teaching and learning, developing means and formats for sharing teaching experiences, good practices and innovations on a regular basis, at the level of faculty and the university through teaching consultations and observations, workshops, orientations, and mentoring programs;
3. providing support to the institutional quality assurance bodies in the formulation and introduction of frameworks, guidelines and benchmarks, and methods and practices of assessment of progress in developing a student-centered pedagogy and improvement in the quality of learning.

At least three members of UY staff will be designated as key implementers and will be trained at overseas partner universities through Training-of-Trainers schemes.

## CHAPTER FIVE

# Excellence and Relevance in Research

### 5.1 STATEMENT OF AMBITION

UY strives to become a university that successfully combines its teaching and learning and research missions, with research as an integral and significant part of its academic activities. The University shall stimulate and support innovative, cross-disciplinary research initiatives and projects – including from an applied perspective - and facilitate active engagement of students and academic staff with international peers, leading scholars and centers of knowledge to be able to embrace the needs of the Knowledge Age realistically and contribute effectively to the fulfillment of national development goals.

### 5.2 DEVELOPMENT OBJECTIVES

1. Create frameworks for nurturing and supporting a culture of impactful research, which should be rigorous, independent, relevant and applicable, through collaboration with domestic and international partners;
2. Establish UY as a center of excellence in both teaching and research;
3. Make research a core activity on a par with teaching for all academic staff, and integrated into student learning, with stated expectations of research performance, allocation of time for research-related activities, and balancing the workload of academic staff to facilitate successful research performance;
4. Make research a formal criterion in performance evaluation, incentives and promotions of the respective academic staff and internal quality advancement and quality assurance;
5. Introduce clear and competitive procedures for obtaining research funding and other support;
6. Establish concrete research targets and achieve a significant increase in the number of domestic and international research grants received, and domestic and international research publications by the UY academic staff;
7. Provide systematic, ongoing research support for UY staff and students to build their own research capacity and attract research grants;
8. Enhance the use of English as a medium of communication in research; improve academic staff's and students' English language capacity in research and presentation skills.

## 5.3 IMPLEMENTATION STRATEGIES

1. Develop a University research strategy, with concrete targets of expected outcomes and identified sources of funding, to be assessed and revised bi-annually;
2. Form a University Research Ethics Committee reporting to the Senate and develop Ethical Research Policies to ensure that ethical standards are upheld;
3. Develop a list of priority themes and research clusters at UY, which are in line with government priorities, in consultation with the community and professional fields, and the most active and productive researchers at UY;
4. Formulate institutional policies on research and research support;
5. Form research groups based on priority themes to coordinate and conduct research;
6. Establish Divisions of research under the Centers for University Research (CUR): Science and Technology Division and Social Sciences and Humanities Division, which will coordinate and publicize research activities undertaken by UY faculty and students and liaise with domestic and international partners in building research capacity, attracting external research funding and promoting collaborative research projects;
7. The CUR will also act as a link to industry and coordinator of internships and other tools of experiential learning for students and faculty;
8. Improve skills of English for research and publishing by introducing Academic Writing training modules and courses for academic staff;
9. Develop effective policies and practices to support and reward international, peer-reviewed publications of academic staff;
10. Introduce research mentoring schemes between senior and junior academic staff, and improve mentoring of students, including through international cooperation;
11. Improve the communication and publication of the outcomes of research to the general public, provide ample support for the increased use of the Myanmar language in research and in popularizing research outcomes (publicity campaigns, research fairs, stands and visuals in public places, discussion of the socially-relevant research projects with the community, open house days, possibly establishing a “popular science” publication in Myanmar, with the participation of students);
12. Develop policies and guidelines that address the issues of intellectual property and plagiarism; adopt a zero tolerance approach to plagiarism; enact tools of systematic and automatic checks of any submitted research work for plagiarism and measures to counter it; guidance to students and faculty on plagiarism and other forms of academic malpractice will be published and disseminated;
13. Conduct a needs and capacity assessment and develop a proposal for establishing a University of Yangon Press, in close consultation and with mentoring from a carefully identified relevant foreign partner.

## STRATEGIC INNOVATION

### DEPARTMENT OF ENVIRONMENTAL AND WATER STUDIES

#### *Strategic Objective*

The University of Yangon endeavors to consolidate and expand its expertise and contribution to knowledge production relevant to the pressing needs of national development, better share priorities and resources, and promote and support interdisciplinary and cross-sectoral research that is relevant to policy analysis and formulation. This project aims to develop collaboration within and beyond the University in the subjects of environmental sustainability, natural resource management and conservation, and water studies, to address the needs of strategic and sustainable management of natural resources in Myanmar. The newly created Department, in collaboration with existing relevant partners at home and abroad, will become a leading scientific and educational resource in research, planning, assessment and policy consultation on various aspects of natural resources and water management. It will enhance the knowledge base of environmental and water resource experts and practitioners in Myanmar.

#### *Implementation*

During 2018, UY and its partners are hosting a series of consultations among key academic researchers, policymakers, practitioners, civil society and international organizations. These consultations will define the desired profile, capacity and set of initial activities of the Department, in line with the following initial priorities:

#### **Key thematic priorities:**

- *Integrated natural resource and water resource management*, with a specific initial focus on the nexus of energy, water, environment and the economy (as an overarching thematic focus of the Center, integrated with the ongoing development of policy at the Union-level, and in close collaboration with other institutions supporting the formation of government environmental and water law and environmental and water policy)
- *Water security, quality and safety* (consolidating and strengthening ongoing research in the Departments of Chemistry, Industrial Chemistry, Physics, Zoology, Microbiology, Geology, Geography, Botany and Civil Engineering at UY and partner universities; initially by streamlining and improving access to data across all relevant stakeholders)
- *Climate change adaptation* (new area of focus to be developed in collaboration with other Myanmar Universities, including Patheingyi, Myeik and YTU, civil society and international organizations; developing a strategic research agenda focusing on issues of adaptation broadly, beyond the current expertise limited to physical aspects of climate change; development and integration of relevant expertise in social sciences and, humanities, Economics and Law)

The initial focus of the Department's activities will be on water resources-related issues, gradually expanding into the broader area of environmental issues and policies.

To ensure that the formulation of research agenda and capacity building efforts engage the most relevant experience and current expertise, the Department will develop dedicated partnerships with a prominent international academic center or a relevant department at a partner university in each of the key thematic areas.

**Key functions of the Department:**

- Play an active role in defining, consolidating, and promoting the field of Environmental Studies, with an initial focus on Water Studies, in Myanmar;
- Develop as a key academic unit concerned with research, evidence and analysis that serves the needs of policy and capacity development on crucial issues of natural resource management of national and global significance;
- Develop linkages between research, training and policy development in related fields by engaging with a broad range of relevant domestic and international partners;
- Map out and monitor on-going research and available expertise in Environmental and Water Studies, within and beyond the academic field in Myanmar;
- Carry out its own research aligned with the priorities, needs and existing capacity;
- Build capacity within the Department for policy-relevant research, and contribute to evidence-based policy dialogue and policy making; connecting academic research with the work of policy-makers as a two-way exchange, facilitating the coordination of knowledge, data and research sharing between the academic field and the fields of policy and practice;
- Develop and implement UY's educational and training programs on relevant subjects in close collaboration with other relevant Departments and Faculties, with an initial focus on postgraduate programs (a range of Human Resource Development and Diploma Courses on water-related subjects starting in 2019-20), and, at a later stage, an interdisciplinary Masters' Program in Natural Resource Management (2021-22, alternatively, and based on the needs and capacities – Water Resource Management).

## CHAPTER SIX

# Academic Infrastructure and Technology in Support of Education and Research

### 6.1 STATEMENT OF AMBITION

UY strives to ensure up-to-date academic technology support for its members. It shall provide its students and academics with regular, user-friendly and secure access to information and communication technologies, research instruments and on-line resources and tools necessary for high quality teaching, learning, research and collaboration within and outside the university campus and internationally.

### 6.2 DEVELOPMENT OBJECTIVES

1. Upgrade the ICT infrastructure to support the use of contemporary technologies in teaching and learning, research, and administration;
2. Bring fast and reliable Internet access to all academic and residential areas on both the UY (Kamayut and Hlaing) campuses;
3. Based on a needs assessment, introduce adequate computer facilities (including in student and faculty residences), and programs of digital literacy and skills training;
4. Establish a designated ICT Department with highly skilled staff and reliable external linkages to service providers;
5. Install reliable and secure high-capacity server facilities;
6. Introduce UY's own email server with all staff and students using their UY domain email addresses;
7. Develop a lively and efficient on-line presence, including an informative, user-friendly website;
8. Introduce transparent and efficient computerized admission, documentation, records and administration systems; develop or commission the necessary software for these administrative functions and train the requisite staff;
9. Introduce an on-line learning management system with effective integration of the e-library resources;
10. Develop policies and procedures for cyber-security, including privacy and use of data and management of on-line repositories;

11. Provide classroom and laboratories with adequate technical support for face-to-face and online teaching, learning and research activities.

## 6.3 IMMEDIATE PRIORITIES AND ACTIONS

### STRATEGIC STEP

#### UPGRADING THE UNIVERSITY LIBRARIES TO CONTEMPORARY STANDARDS

##### *Strategic Objective*

Upgrade the University of Yangon's Libraries into welcoming and efficient spaces for individual and group learning, which are modern, and technologically advanced facilities, equipped for accessing online as well as printed learning resources. Ensure a competent and responsive staff working in partnership with the academic departments and Faculties to guide students and researchers through their rich collections; support the development of relevant research skills and information and digital literacy of the users; and continuously expand and improve its collections with the most relevant and up-to-date resources, technologies and user interfaces to support the University's innovations in teaching and learning.

##### *Background*

A modern university library is no longer a repository of printed texts that is filled with students before the examination period. It is a center of learning and a space where any student or academic feels at home, with more functions increasingly performed in a virtual environment.

Currently the UY campus hosts two libraries - University of Yangon Library which is a primary resource for UY students and holds collections of textbooks and basic references, and the Universities' Central Library which specializes in supporting student research, acts as a clearing house of resources and a training center for all higher education libraries in Myanmar, and is a home to a rich collection of historical literature, manuscripts and artifacts, including *parabeiks* and palm leaf records. In recent years, both libraries have been actively implementing, with support from international partners, the e-Library Myanmar Project, which provides online access to premium collections of academic resources, including journal databases and e-book collections, covering the entire current curricula of UY.

While the number of users of the UY Library grows exponentially, its physical premises, staff numbers and staff qualifications are in an ever more urgent need of upgrading. Creation of electronic catalogs and some modest digitization efforts are also in place, as is the work on establishing the Myanmar Academic Library Consortium, which will lead the acquisition work with publishers and resource holders at home and abroad and serve as a channel for Myanmar scholars to disseminate their work, including online tools of open access.

Both libraries are in need of additional space, improved physical conditions for their collections, and equipment, technologies and skilled staff for ambitious digitization and online platforms for sharing and collaborative research with the rare resources which are in high demand by scholars all over the world. To serve the students better, the libraries need high-quality, technologically

modern, welcoming and efficient purpose-developed physical spaces for learning, and the librarians, whose function is to act as facilitators of student learning and faculty research.

With the introduction of UY learning facilities and student residences on the Hlaing Campus, as of December 2017, the issue of the absence of a fully equipped library has become urgent. There is an urgent need for developing a plan for upgrading the UY Library to a functional, modern, fully integrated learning facility that provides high quality services to students and scholars on both campuses.

The project of upgrading the University of Yangon Library has a high potential for drawing international and domestic support and funding, as well as for having a significant impact on the quality of teaching, learning and research and the overall student experience on campus.

### *Implementation*

The UY will conduct a full survey and needs assessment of the resources, physical state and technology of the UY Library and develop a specific detailed proposal for a comprehensive project of modernization and re-planning of the University of Yangon Library as a campus learning center before the end of 2018, with support from library experts and professionals from international partner universities. The components on which the implementation of the University Library Project will focus include:

1. drafting a strategic development plan including the physical upgrade and improvement of collections and services for a five-year period (2019-2024);
2. designing a plan for establishing a fully functional integrated library complex consisting of two libraries on the UY campus (UY Library and Central Universities' Library) and a branch UY library or learning center on the Hlaing Campus, including collection and service specializations based on the distinct academic profiles and needs of the two libraries on two campuses;
3. developing a fully integrated, searchable online catalog of all library holdings on UY campus, including UY Library, UCL, and libraries of the academic departments;
4. assessing the needs and developing guidelines for the use, access, cataloguing and record keeping and expansion of the collections and qualified services at the existing departmental libraries; bringing together and transforming the departmental libraries into functioning resource centers at Faculties, with adequate staff, cataloguing, technology and regular services;
5. redefining the Library as a center of learning on campus and for outside users and a space that supports and facilitates student-centered learning; introducing new user services, configuring learning spaces, improving access including extending hours and means of access, enhancing quality of internet access and supporting comprehensive and efficient online presence;
6. upgrading the current and recruiting additional library staff; introducing specializations of staff in specific areas of librarianship and service, decentralizing functions and management responsibilities within the library, by introducing specialized teams; developing proposals for staff growth, improved compensation and enhanced authority, staff capacity and compensation (especially for extended opening hours). This will, naturally, require a commitment on part of the university leadership and specific efforts

and arrangements to recruit and retain the most qualified staff with the skills necessary for a successful and sustainable implementation strategy for library development;

7. forming a dedicated team within the Library (under the coordination of the UY Library and Museum Department and Office of the Pro-Rector (Institutional Development) with a carefully developed strategy for assessment, digitization, preservation, display and sharing of the rare and historical resources and artifacts and identifying the partners with extensive relevant experience of heritage print resource preservation;
8. formulating specific lines and programs of collaboration between the UY Library and the UY Department of Library and Information Studies (LIS), including introducing modules and courses taught at the undergraduate level by the senior library staff on specific subjects of the librarian profession and modern library functions and processes, formalized practicum and internships for students at the Library which will earn study credits, as well as volunteer schemes to support the Library staff in the provision of basic services on a daily basis; special effort shall be made to identify the advanced LIS students with successful study record and English language and ICT skills, interested in joining the UY Library staff upon graduation, and engage them with in-depth orientation, practical exposure and mentoring at the UY Library leading up to their graduation;
9. integrating the recently developed Open Access policy and guidelines within the set of new University policies and working actively with the academic departments and Faculties on publishing the original research of their academic staff online;
10. designing and implementing the construction of a new library facility on Kamayut Campus (a "Centennial Learning Hub").

# CHAPTER SEVEN

## Revitalization of Campus and Services

### 7.1 STATEMENT OF AMBITION

UY embarks on an ambitious and carefully designed program of integrated campus redevelopment which will make the best use of the existing land and facilities, preserve and revitalize its iconic buildings and bring new, efficient and environmentally conscious developments that will meet the needs of teaching, learning and research in the modern age. Creating an inclusive physical environment that stimulates innovative teaching and collaborative learning will be a top priority in the campus revitalization. The upgraded campus facilities will provide an efficient home for university growth, a safe, welcoming and vibrant environment for academic, professional and personal development of its members, and inspire and facilitate closer interaction with the community.

### 7.2 DEVELOPMENT OBJECTIVES

1. By 2020, the university will significantly upgrade the infrastructure and facilities on the main UY (Kamayut) Campus to create a more vibrant, functional, comfortable and safe environment as a place for learning, collaboration, personal growth and everyday life of the UY students and staff.
2. As of 2017, UY started to use Hlaing Campus to support the growth of its undergraduate student body by relocating first-year cohorts who now live and study on Hlaing Campus. This created the need to assign significant resources, including staff, to support fully the operation of Hlaing Campus. While currently and for a period of time until 2020, Hlaing Campus will continue to be used for academic purposes, all new development on Hlaing Campus will focus on expanding residential spaces, and developments on Kamayut campus will emphasize academic functions. It is envisaged that beyond 2020, the Kamayut Campus will house all regular academic programs and centers, and Hlaing Campus will develop as a residential campus, with some facilities dedicated to training, administrative, cultural, outreach and athletics functions.
3. In physical revitalization and expansion, every effort will be made to preserve the outstanding natural beauty and layout of the campus, features that reflect its history, Myanmar culture, and utilize and, where possible, create seamless connections, visually and functionally, to the robust original physical structures.

The implementation of the campus revitalization Master Plan will be based on the following key principles:

- The university environment will be intellectually inspiring, academically challenging and stimulating, welcoming, supportive and conducive to personal growth;
- The physical features of the campus will support the ambition of the university to be an autonomous world-class university;

- Academic and residential facilities will be arranged on Kamayut and Hlaing campuses to best suit the efficient functioning of the University;
- The architectural and social heritage of this important historic establishment will be conserved and protected;
- The green landscape setting will be carefully maintained and enhanced;
- A new University Centre (including Library and Canteen) will be a heart for the university community with facilities available for all students and staff;
- The campus will provide good buildings which are comfortable, efficient and adaptable to new ways of teaching.
- The reconstruction, design and construction of new buildings will ensure they are seismically resilient and environmentally sustainable.

### 7.3 IMMEDIATE PRIORITIES AND ACTIONS

## STRATEGIC TRANSFORMATION

### TOWARDS A FULLY INTEGRATED, EFFICIENT AND ECO-FRIENDLY MULTI-CAMPUS UNIVERSITY

Following a transition period (2017-2020) of revival and use of the Hlaing Campus as a junior residential college with academic and residential facilities for the junior students across all departments, UY will develop and implement the concept of a multi-campus university. In 2020-2030, the physical expansion of UY will focus on developing two fully functional and integrated campuses – the main UY Campus (Kamayut) that will serve as a core *academic* base of the university and houses all regular degree programs and key support functions and services, and a *residential campus* (Hlaing College) which will accommodate student and faculty residences, limited-use academic facilities (such as classrooms for programs in Human Resource Development and Life Long Learning), dedicated spaces for student learning, social and cultural activities, recreation and sports. Thahtone Campus will feature additional sports facilities. The campuses will have a fully integrated planning, management and communication network, with dedicated transportation services, to provide safe and convenient commuting options to students and staff between the campuses.

#### *Layout of the University Facilities*

The Master Plan proposes five faculties, as set out above, occupying existing and new buildings on Kamayut Campus. In addition, new student hostels are proposed to the east of the historically significant existing male hostels, forming a 'zone' of student accommodation.

Concentrating all academic activity on the Kamayut campus gives the University an opportunity to develop Hlaing Campus with student residential accommodation in the place of existing low-quality, single-story classroom facilities. The existing 1970s concrete frame buildings are to be retained and used for ancillary academic purposes (such as specialist research).

In order to create a traffic-free center of the Kamayut Campus, Chancellor Road, the main route linking the main entrance with Convocation Hall is to be pedestrianized, with vehicular traffic strictly limited and priority given to walking and cycling. Existing roads are to be upgraded and linked by new connections in order for vehicles to access the campus without having to use Chancellor Road. Site wide security is to be improved.

The park-like character of the Kamayut Campus is to be enhanced by the removal of selected fences which currently surround many of the buildings, especially around Chancellor Road. This will improve connections between the faculties and between academic and residential areas, encouraging wider interaction between students and staff of different departments.

Improved connections to the lake (including the new Research Centre and nearby swimming pool) and sports facilities to the south are also proposed.

#### *Design Guidelines*

Guidelines are also set out for the design of new academic and student residential buildings, and the enhancement of the landscape. Key design principles include:

- Buildings to be flexible and adaptable and provide a range of spaces to suit the changing requirements of a modern university;
- New buildings to be in keeping with the park-like setting and wider historical context;

- Buildings to employ sustainable systems of environmental control (including 'passive' design principles) e.g. orientation, shading, natural ventilation, good natural lighting;
- Provision of space for mechanical ventilation and air conditioning where appropriate;
- Provision of social spaces interspersed between classrooms (academic buildings) or study bedrooms (residential buildings);
- Refurbish and update existing buildings including the addition of sensitively designed extensions where necessary and appropriate;
- Create new 'green' routes through the campus to allow easy connections between buildings, interspersed with outdoor sheltered areas and walkways.

### *Services*

The growth in student numbers and the physical development of the University's estate will have a significant impact on its electrical, drainage, sewage and communications infrastructure. New modernized systems should be implemented, and maintenance regimes established, to underpin the enlarged institution. New buildings will be designed to minimize reliance on mechanical plant, and to be flexible to accommodate future requirement changes.

### *Structure*

The seismic resilience of the University's buildings has been examined in a preliminary Rapid Visual Screening exercise. The majority of structures pass the screening, but additional analysis should be carried out on the Research Centre adjacent to Inya Lake, the Myat Lay Hostel and Kay Tu Ma Ti Hostels, and the mid-Twentieth Century laboratory and lecture hall buildings on Hlaing Campus. Outline structural analysis has also confirmed that at least one additional story could be added, where appropriate, to most of the existing historic, three-story academic and hostel buildings on Kamayut Campus.

### *The University Centre*

A new heart of the university community is proposed centered on Chancellor Road. This will include existing refurbished buildings, such as the Recreation Centre and the Library, along with a new Student Hub building, accommodating shared facilities for students such as a large lecture hall and welfare facilities.

### *Implementation*

The implementation plan takes into account the important milestone of the centenary of the University to be celebrated in 2020 and sets out further development to the year 2030. The planned, phased approach will aid the University in allocating its resources efficiently and enable the accommodation of the increased student numbers in a way that allows the continued functioning of the university with as little disruption as possible.

#### Short term (2018 - 2020)

- Further structural investigations to buildings highlighted in the seismic assessment (Rapid Visual Screening) carried out by Michael Hadi Associates. Refer to Appendix B.
- Structural and services quick wins such as upgrading mechanical ventilation in laboratories and jet-washing existing sewage lines.
- Design and construct new Student Hub building.

#### Medium term (2020 - 2025)

- Pedestrian landscaping to Chancellor Road

- Construct two new faculty buildings, student accommodation and staff housing on the Kamayut Campus.
- Commence design of three further faculty buildings and remaining student hostels.

Long term (2025 - 2030)

- Construct new hostel buildings on Hlaing Campus.
- Complete construction of three faculty buildings and new residential accommodation on Kamayut Campus
- Complete landscaping works to University Centre and Student Hub

## CHAPTER EIGHT

# Internal Institutional Strategic Planning and External Partnerships

### 8.1 STATEMENT OF AMBITION

As it develops progressively as an autonomous university and embraces greater responsibility for its revitalization and development, UY shall lay the foundations of professional strategic planning of its academic, institutional and physical growth, inclusive of all stakeholders, on a sustained basis and in cooperation with the most relevant and committed partners within Myanmar and internationally. UY shall use this Master Plan as a stepping stone towards building an efficient and transparent internal planning process for defining and achieving its long-term goals and ambitions. Like all efficient universities in the world, the University of Yangon commits to running its operations based on clear internal strategic planning, while also cultivating beneficial external partnerships.

### 8.2 DEVELOPMENT OBJECTIVES

1. Develop an efficient, reflexive and responsive system of comprehensive strategic planning focused on quality and relevance of educational programs, research and service to the community and national development goals;
2. Build a culture of inclusive involvement of university constituencies and stakeholders in formulation, communication and review of strategic goals of the university and their collaborative implementation;
3. Create efficient channels and procedures for attracting new relevant partners and resources, based on a well-developed and specific strategic plan, international strategy and fundraising strategy;
4. Develop capacity for planning and managing revenues for products and services derived from the university's activities and assets and their effective and transparent allocation and spending for projects and activities of high priority for university's development.

### 8.3 IMMEDIATE PRIORITIES AND ACTIONS

1. Designate a strategic development and planning team, reporting to the Pro-Rector for Institutional Development, closely collaborating with the university, department and Faculty leadership and coordinating with the relevant national policy bodies (NEPC) on areas of development outlined in the National Education Strategic Plan;
2. Train the key university staff responsible for strategic planning in necessary skills and expose them to best practices involving international partners;

3. Define a strategic planning cycle and procedure and initiate the translation of the Master Plan into specific implementation strategies at all levels – cascading it into strategic plans of Faculties, Departments and University Centers, which effectively translate the commitments of the Master Plan to the relevant level, pursue transformative yet realistic and pragmatic objectives and identify the most relevant and committed partners and are well coordinated among themselves, for the most efficient use of available resources; initiate the process of Faculty-level strategic planning by the end of 2018, initially focusing on three areas: formation of Faculties and sharing of departmental resources (organization), curriculum review and modernization (education) and development of research priorities and clusters (research);
4. Develop necessary expertise (through training and internships supported by relevant overseas partners) and initiate the process of multi-year budget planning, in coordination with national education authorities, who will be responsible for annual funding allocation from the national budget;
5. By the end of 2018, designate a Development team (appointing at least one full-time responsible staff member aided by several part-time staff) within the Office of the Rector or the Pro-Rector for Institutional Development. Design and adopt a Plan for setting up an Office of Public Relations, Development and Outreach, equipped with trained staff, basic mechanisms and capacity to serve, as a priority, the implementation of the UY Master Plan;
6. To set up an effective and efficient fundraising function, UY requires considerable investment in staff and systems capacity. Staff will be trained in identifying, researching and approaching potential funders, in writing cases for support and in managing the donor relations. The university will develop ICT capabilities to conduct donor research, keep reliable record of communications, requests for funding, received support, progress in implementation of donor-supported projects and activities, reporting requirements and drafted and submitted reports and feedback from donors;
7. During 2019, the established Office of Public Relations, Development and Outreach will proceed to develop necessary policies, guidelines, mechanisms, and capacity to enable the university to attract and utilize external, including international, funding;
8. In 2019, in collaboration with the Office of International Affairs and in consultation with the national authorities, the Office of Public Relations, Development and Outreach will assess the needs, explore the possibilities and available models and develop a proposal for establishing a University of Yangon Foundation locally and/or overseas to raise the University of Yangon's profile and receive donations from foreign private donors;
9. In 2019 establish a Task Force drawing on the personnel of the Office of Public Relations, Development and Outreach, Budget and Finance Office, and Campus Development and Maintenance Office, headed by the Pro-Rector for Institutional Development, to identify the opportunities and possible mechanisms for external revenue raising from the products, services and utilization of facilities and other assets of UY and priorities for the allocation and spending or raised funds; consult the Faculties, University Centers, Libraries and other relevant units, and draft a set of policies and guidelines for the deliberation and adoption by the University Council.

## **STRATEGIC STEP**

### **DEVELOPING EDUCATIONAL PARTNERSHIPS WITH SISTER UNIVERSITIES IN YANGON**

In implementing the provisions of the National Education Strategic Plan, UY will take a lead in formulating the concept and principles of creating a network of universities in the city of Yangon. The University will collaborate closely with partner universities in Yangon comprising of Yangon University of Economics, Yangon University of Education, Yangon University of Foreign Languages, Yangon Technological University, and the University of Information Technology in multi-disciplinary academic programs, system of governance, management and pooling of resources, enabling frameworks of academic credit transfer and quality assurance, joint degrees and extensive horizontal collaborations among the departments and individual scholars in teaching, learning, research and service to the nation, oriented towards the best international models and practices.

## CHAPTER NINE

# Active Public Presence and Visibility Locally and Internationally

### 9.1 STATEMENT OF AMBITION

Rebuilding Myanmar's Flagship University and reclaiming its status of a leading university in the nation and in the region, and striving for excellence and recognition in the international academia, UY is actively strengthening its visibility and proactive presence domestically and globally. Over the coming years, the University shall invest its resources and efforts in developing and implementing comprehensive strategies for engagement with a wide array of relevant domestic and international partners that will systematically reflect and enhance its core academic priorities, and help transform UY into a university firmly embedded in the community and with a distinct international character.

### 9.2 DEVELOPMENT OBJECTIVES

1. Clearly formulated and well communicated public mission of the university and strategy for domestic and international engagement;
2. Reaffirming the University's relevance and leadership through active outreach and service to the community in pursuit of national development goals and the university's vision and mission;
3. Strong development partnerships with the most relevant and dedicated domestic and international universities and organizations;
4. Strategic engagement with the University of Yangon alumni.

### 9.3 IMMEDIATE PRIORITIES AND ACTIONS

1. Establish an Office of Public Relations, Development and Outreach under the Pro-Rector for Institutional Development, which will lead on matters of university publicity, community engagement and outreach and alumni affairs; provide exposure and training of the key staff of the Office with assistance from prioritized international partners;
2. Develop a community and public engagement strategy aimed at enhancing the university's image, sharing its unique resources and activating relations with the community; developing and utilizing channels for educational outreach, research and service to the community relevant to the strategic goals of the university and student learning;
3. Actively engage with prospective students, publicize the university programs and admission requirements through school visits and open house events;

4. Develop an informative and user-friendly website, and a wide range of relevant and effective publicity materials;
5. Convene consultations with the most prominent of UY alumni on the strategy of alumni and community engagement and outreach, engagement with the professional fields and venues and strategies for engaging alumni and the resources available to them to advance the implementation of the Master Plan and meet the UY development needs;
6. Convene a Task Force involving prominent UY alumni and UY leadership to develop priorities and procedure for establishing the University of Yangon Alumni Association (UYAA), defining its mandate, organization and management, and priorities for engagement; inaugurate the UYAA in time for the UY Centennial in 2020;
7. Develop a set of goals and strategies for regular alumni engagement in relevant areas of university performance including governance, quality assurance, regular educational programs and programs of life-long learning, and student life;
8. Identify specific priorities and develop guidelines for raising support, including funding and in-kind contributions, from the UY alumni for specific purposes of the UY revitalization and for the implementation of various components of the Master Plan;
9. Complete the inventory of the international development partners and make an assessment of the past and current collaborations; identify a number of key strategic partners who have shown the greatest dedication and contributed the most relevant resources towards the process of revitalization of the University;
10. Prioritize areas and forms of collaboration to ensure the most effective implementation of the revitalization strategy and utilization of UY's current capacity and communicate the development priorities and specific needs in expertise, technical assistance and capacity building to the partners and proceed to formulate well-appointed collaborative projects related to the implementation of the Master Plan;
11. Develop and publicize the UY International Strategy which will reflect the needs of the implementation of the Master Plan and the ambitions of internationalization of UY's profile, programs and engagements;
12. Establish an Office of International Affairs tasked with the implementation of International Strategy and coordination of all international partnerships, provide relevant exposure and training opportunities to the key staff of the Office;
13. Establish a program of "Contemporary Myanmar" Summer Schools for mixed cohorts of domestic and international students, and for PhD students and scholars of Burma/Myanmar studies on history, languages and cultures.

## STRATEGIC STEP

### INTERNATIONAL ENGAGEMENT STRATEGY

An essential element of the Master Plan is the development of international cooperation and partnerships which will transform both teaching and research. This will raise the profile of the University internationally as the Flagship University in Myanmar, bring teaching up to international standards and enable faculty to develop collaborative research links around the world. The aim of the International Engagement Strategy is to turn the aspirations of the Master Plan into results.

#### *Principles*

The International Engagement Strategy will be developed and adopted before the end of 2018 and will be guided by principles which will enable the University to assert its development priorities through all collaborative activities:

- Aims and objectives must be decided together with the partner, not imposed by one side or the other. This means that UY must be involved in writing proposals for collaborative projects, and in drafting Memoranda of Understanding for institutional partnerships;
- To build trust, all information must be shared by the partners at all stages of the project or collaboration;
- MOUs and other agreements should define a shared responsibility for activities and outcomes;
- UY and its partners should create transparency in all their communications. All principal activities should be reported by all partners on their own or a common website;
- Research data must be jointly analyzed. Even if samples and data need to be taken outside Myanmar to access equipment unavailable here, Myanmar researchers must take part in the analysis;
- Data and analysis must be made freely available to researchers in Myanmar;
- All publications, conference papers, patents and other results of research collaboration must be jointly authored with at least one member of UY staff;
- Any income arising out of the collaboration (for example, from the development of new medicines based on Myanmar plants) must be shared equitably;
- All collaborations must include a measurable element of capacity-building for the benefit of Myanmar participants;
- Monitoring, evaluation and reporting must be transparent, and accountability shared.

As far as possible, the above Principles of Collaboration will be applied to on-going projects and shared with project partners, all new international initiatives will include these Principles at the design phase.

#### *Strategic Partnerships*

Each UY Department will identify one or more Strategic Partners from among the existing or prioritized new partnerships endorsed by the university who are able to contribute in a consistent and well-balanced manner to the following development priorities:

- Capacity-building for UY staff, focusing on both teaching and research skills

- Joint curriculum development for UY, especially new interdisciplinary programs
- Joint research
- Sharing of information, publications, and access to online and library resources
- Joint participation in conferences and symposia, including organizing international events at UY
- Identifying sources of funding to support the Partnership

Strategic Partnerships will not be restricted to academic departments, but will also be considered for the Library, and other cross-cutting areas like Academic Planning, Quality, International Cooperation, Communications, Health & Safety, and Student Services.

Strategic Partnerships will require an institutional commitment by the Partner, either at Departmental, Faculty or University level. Partnerships based around one individual in the partner institution are unlikely to be sustainable in the long-term and may result in the Partnership moving ahead in a narrow field without supporting the development of the Department as a whole.

### *Implementation*

To implement the International Engagement Strategy UY will establish, before the end of 2018, a permanently staffed Office for International Cooperation under the Pro-Rector for Institutional Development. The responsibilities of the Office will include:

1. developing the University's international strategy, guide implementation, and report on a regular basis to Pro-Rector and Senate;
2. overseeing the development of the University's Strategic Partnerships, providing support to heads of department on implementation and liaising with international partners, ensuring that all partnerships work in the interest of UY;
3. advising the Rector and Pro-Rectors on all aspects of international activity: prepare briefing notes and position papers for meetings in Myanmar and other countries;
4. receiving incoming visitors and delegations to ensure the University achieves maximum benefit from all visits, and that visitors are courteously welcomed and receive a positive impression of the University;
5. developing training programs for other staff involved in international activities and establishing the Office as a source of expertise and advice on all international matters;
6. participating in meetings related to externally-funded projects, advising the Rector and Pro-Rectors on resource and capacity implications of new projects, ensuring effective collaboration between projects addressing similar areas or with overlapping aims;
7. working closely with colleagues in other areas of administration across the University, especially with the Office of Public Relations, Development and Outreach and those responsible for developing the University's website. Other significant areas of collaboration will include Student Affairs (serving international students), the International Guesthouse (accommodation of visitors) and heads of academic departments (reviewing existing collaborations and developing new opportunities).

# Centennial Milestones 2020

This section focuses on the key areas of transformation and significant improvement in quality, which are priority areas in the Master Plan implementation. The University of Yangon commits to achieve clearly articulated Milestones in time for its Centennial in December 2020. The Centennial Milestones have been identified by the University of Yangon Revitalization Committee (UYRC) as urgent yet realistic, where tangible impact can be achieved by 2020, and which will require the first-priority mobilization of planning, collaboration and resources.

**The Centennial Milestones are envisaged for the following four key university and campus development areas:**

- I. Improvement of Teaching, Learning and Research
- II. Enhancement of English
- III. Modernization of ICT Infrastructure and Facilities
- IV. Upgrading Campus and Facilities and Improving Student Experience on Campus

For each of the Centennial Milestones the Master Plan:

- states the short-term objectives derived from the Master Plan's long-term vision, with further definitions where necessary;
- outlines the deliverables to be achieved by 2020 and benchmarks for specific transformations.

## I. Improvement of Teaching, Learning and Research

### I.A. DEVELOPMENT OBJECTIVE

**Significantly improve the range, relevance and quality of programs of study at all levels to make them relevant for the national development agenda and graduate employability; transformation of the pedagogy towards student-centered learning; developing a culture of impactful research, which should be rigorous, independent and relevant/applicable, through collaboration with domestic and international partners.**

### I.B. 2020 DELIVERABLES

1. Design and introduce a Faculty structure that would highlight the strengths and development priorities of the UY as a Flagship University, institutionalize interdisciplinary collaborations and programs, and increase the quality and efficiency of UY's training, research and management;

2. Develop a more comprehensive and relevant curriculum through introducing new interdisciplinary programs of study within the Faculties;
3. Define a realistic growth of student enrollment at different levels/degrees/disciplines and, based on this, revise the new student intake projections across the departments;
4. Develop UY's own entrance/enrollment requirements and procedures and put them into practice starting with the admissions for the 2018-19 Academic Year;
5. Increase equity and democratize access by introducing policies and facilities for recruiting and enrolling students from disadvantaged areas and socio-economic backgrounds, which will take the form of an admission quota combined with stipend and scholarship allocations and remedial programs in foundational academic skills;
6. Develop and introduce curriculum in foundational academic skills to ensure adequate academic progress and mitigate dropout of underperforming students;
7. Conduct the assessment of needs, capacities and development priorities for the introduction of the new programs of study at UY to serve the national reform agenda: Environmental Studies (Natural Resource Management and Sustainability, Disaster Management, Water Resources, Food Security, etc.); Biotechnology; Governance, Public Policy and Administration; Development Studies (Economic and Social Development, National, Regional and International Development, Urban Development); Sociology and Social Work; Study of Myanmar Nationalities and Cultural Heritage Studies; Peace and Conflict Studies;; Gender Studies at an appropriate level; proceed with the development and introduction of UY's unique and relevant curricula/courses in the priority fields of study in 2019;
8. Develop competencies-based learning outcomes for programs/fields of study (in 2019);
9. Conduct a comprehensive review and revision of the curricula in all existing programs with assistance from international peers (to be completed in 2020);
10. By 2019, develop a robust and effective institutional Quality Assurance Framework, including policies and guidelines, assessment instruments, including course assessment by students, self-assessment and peer review, and establish an Institutional Quality Assurance Office and train the key personnel;
11. Introduce new key academic support units – Office of International Cooperation, Office of Student Affairs and Campus Life and train key personnel (by 2019);
12. Establish a Center for Learning and Teaching and design and train the trainers for the on-going program of skills building, support and sharing good practices on issues of pedagogy, curriculum development, research, teaching and learning;
13. Upgrade the Center for Human Resource Development and Life-Long Learning and consolidate and expand the portfolio of relevant non-degree programs offered across the UY departments;
14. Establish a Science and Technology Division, and a Social Sciences and Humanities Division under the Centers for University Research (including on-going programs of training, support and sharing good practices on issues of research design, methodology, attracting support);

15. Develop and introduce the components of curriculum focused on development of foundational academic skills, including independent learning (reading, basic research and writing) and expression (presentation, argumentation and discussion), critical thinking, information and digital literacy skills for freshmen students. Specific modules for this purpose will be developed by the English and Myanmar Language Departments, Center for Learning and Teaching and the Library. Capacity building of relevant staff and faculty will also be required to ensure the effective development and delivery of these curriculum components;
16. Form a Working Group to develop a concept for a pre-undergraduate program (or an early undergraduate remedial course) in core learning and academic performance skills to enhance the ability of the university to recruit and better serve the students from disadvantaged areas and backgrounds. The Working group, coordinated by the Center for Learning and Teaching, will study relevant international and domestic experience, connect with the domestic partners and resources and formulate a proposal for an access program to be introduced in the 2020-21 Academic Year;
17. Develop a comprehensive Library upgrade and expansion plan with a focus on review and cataloguing of holdings, upgrading of IT, support of the active use of online resources, creation of inviting and open learning spaces, training and outreach programs, and digitization and promotion of heritage resources; the plan will include the construction of a new Library building on Kamayut Campus (a "Centennial Learning Hub").

## STRATEGIC STEP

### CURRICULUM REVIEW AND MODERNIZATION

#### *Strategic Objective*

Undertake a comprehensive revision and modernization of the curricula of education programs at all levels. This will be essential for the University to achieve a position of leadership in knowledge production and provision of higher education services in the country and the region, raise the relevance of the study programs and degrees to the needs of national development and reflection of the state-of-the-art, and become more competitive internationally.

#### *Background*

Centralized planning of the curriculum has hampered Myanmar Universities' capacity to respond to the needs of building knowledge with high quality, relevant, responsive and innovative educational programs. The system of staff rotation has restricted the development of both staff and departments' unique specializations and research profiles, limited linkage between research and teaching and its sensitivity to unique issues and needs of learners and learning in different areas in the country.

Arts and Science universities are at a disadvantage for not having relevant curricula that provide opportunities for in-depth specialization and are not oriented to the needs of professions. They offer little practical exposure and therefore have limited applied value.

The Honors system acts as a means of recognizing the top students' relative performance, without providing them any distinctly different substance or quality of learning experience. At UY, the Honors classes are a channel for the best performing students to enter graduate studies and the academic profession.

Specialized universities, on the other hand, are a more popular alternative among students who seek opportunities to grow and realize their talents in professions of their choice, as well as in the private sector, but at the same time they offer less all-round education due to a very limited general education curriculum. Student-centered learning is an attractive yet not fully understood concept and its development and practical implementation will encompass decades of incremental transformation at many levels of higher education.

Educational authorities in Myanmar are implementing an ambitious reform program, which aims, among other transformations, to establish frameworks for development and assessment of qualifications needed to serve the national development goals and to achieve a more decisive integration of the ASEAN economies and labor markets. The program aims to improve quality and integrate within the regional quality frameworks, and enhance the relevance of education programs across all levels and employability of university graduates. There is a drive to create a network of partner universities (University of Yangon, Yangon University of Economics, Yangon University of Education, Yangon University of Foreign Languages, Yangon Technological University, University of Information Technology) with closely integrated and more comprehensive curriculum and shared resources for teaching and research, which will be a new model of university partnership in Myanmar and allow them to compete with international peers. This is happening against the background of a rapidly growing market of virtual providers of learning opportunities and proliferation of online knowledge resources and tools for self-education.

The University of Yangon embraces these opportunities and embarks on a program of comprehensive review, modernization and revision of its curricula to bring about the changes necessary to provide its students with the learning pathways, resources and support that combine the international state-of-the-art with the best features of Myanmar tradition. Curriculum review is an on-going process closely integrated within the process of quality advancement on the institutional level and requires a change of culture of teaching and learning and significant investment of resources and skills. While some immediate transformations in the nature and approaches to curriculum design and implementation are possible and desired, it will also be necessary to set up a new support structure and systems at UY to ensure, inform and support assessment, planning and on-going capacity development towards cyclical, consistent curriculum review, revision and innovation.

### *Implementation*

1. Develop guidelines for curriculum review with input from the most relevant domestic and international partners, including universities and professional fields (by 2019);
2. Establish Curriculum Review Working Groups to develop proposals for review and revision of curricula at the level of individual departments and across the departments within the prospective Faculty system. The review process will focus on developing competency-based curricula as a foundation for outcome-based learning, adherence of the study programs to the National Qualification Frameworks, relevance of teaching and learning to the prospective occupations of graduates, and international best practices; define traditional and desired pathways from currently offered specializations toward occupations and the knowledge and skills necessary to succeed in these occupations through engagement and feedback of advanced students, recent graduates and professionals;
3. The Curriculum Review Working Groups will form the foundation of the prospective permanent Faculty-level Curriculum Committees to be introduced by 2020-21. Develop the mandates and guidelines for the Faculty Curriculum Committees to ensure on-going reflection and improvement of courses, programs or specialization, and identify and exploit opportunities for developing new interdisciplinary study programs. To ensure the most relevant input in curriculum development, the Curriculum Review Working Groups and Faculty Curriculum Committees will create efficient channels for consultation and participation of domestic stakeholders and international experts;
4. Initiate the revision of the course curricula starting with the formulation of the learning outcomes, showing the connectedness of each course within the entire multi-year curriculum of the specialization and possible connections to curricula at other departments within the Faculty, and, where relevant, at partner universities;
5. Define the reasons for designating the courses as mandatory or elective and elaborate specific guidelines for development and offering of elective courses for consolidating and sharing the resources, and to offer fewer and better quality courses to larger classes across departments;
6. Develop policies for student enrollment in elective courses which would favor the availability of electives to students across the university without regard to their primary specialization, especially the broader choice of social science and humanities subjects to students who specialize in science and technology;

7. Develop a coherent and transparent system of academic credits and policies and guidelines for the award and transfer of credits to recognize individual educational attainment in conformity with National Qualification Framework (NQF: NAQAC), guidance from the National Education Policy Commission, the National Curriculum Committee and ASEAN University Network for QA (AUN-QA). European Credit Transfer System will also be taken into consideration for purposes of student mobility;
8. Revise and redistribute the student and teacher workload and types and methods of assessment for each course throughout its duration, to emphasize regular study and class engagement, formative assessment and application of knowledge and skills delivered as learning outcomes;
9. Revise the concept of the "Honors Class", define and emphasize the distinctive features of the Honors curriculum, pedagogy and student engagement in independent learning and research;
10. Define a number of courses at each department (or modules within specific courses) that can be developed and taught by professionals and practitioners from the field and have a high practical/applied value; develop a format and terms of engagement of professionals from the field as adjunct academic staff;
11. Conduct assessment of the available online resources for each specialization, including the e-library holdings and the offers of online courses from reputable providers; integrate e-library resources into the lists of required course readings, develop guidelines and learning support mechanisms for students who wish to pursue independent study options online;
12. Design and start implementing a program of training in course development and student-centered learning through a Training-of-Trainers program, implemented by the Center for Learning and Teaching;
13. Identify Master Teachers and establish a system of mentoring, consultations and seminars on best pedagogical practices at each Faculty;
14. As part of the IQA system, develop guidelines and initiate student evaluation of courses, teaching self-evaluations and peer review (in 2019);
15. Similar steps will be undertaken to revise the curriculum for non-degree courses, with specific guidelines for the design and administration of such courses, and the specific credits assigned to them.

The target is to have 30% of all courses across the university revised and modernized by 2020, starting from courses of specialization, and 100% of courses significantly redeveloped by 2030, with the system of on-going curriculum review in place by that year, in the context of the internal quality assurance.

## STRATEGIC INNOVATION

### CENTER FOR HUMAN RESOURCE DEVELOPMENT AND LIFE LONG LEARNING

#### *Strategic Objective*

In keeping with international trends and making the best use of its own extensive experience and networks, and to advance its role and significance as a Flagship University, the University of Yangon will upgrade the Center for Human Resource Development and Life Long learning, which will pursue the primary objective of providing opportunities and frameworks for on-going learning, development of skills and expertise, and collaborative knowledge production involving academic, professional and civil society leaders for the benefit of the national development agenda. This will help position the University as a force in making Myanmar a Knowledge Society and a responsive and responsible actor making learning accessible to all.

#### *Background*

With the changing profile of the University, there are new opportunities, but also new economic and societal needs to be met. Myanmar's development will increasingly rely on competent professionals in all sectors of the economy. One way in which the University of Yangon can promptly respond to the urgent need of training professionals is through providing specialized post-graduate training in the form of non-degree courses.

The University of Yangon already dedicates substantial resources (in the form of facilities and academic staff) to various non-degree/degree courses. As part of the Master Plan, the University of Yangon will upgrade and reformulate the currently existing Center for Human Resource Development into a Center for Human Resource Development and Life Long Learning with a new mandate for developing and coordinating postgraduate and in-service training in various fields and other opportunities of life-long learning across the Faculties and Departments of the university, together with the active involvement of partner universities in Yangon.

#### *Implementation*

The Center for Human Resource Development and Life-Long Learning is envisioned as a small service unit (initially with two or three staff members) with the following responsibilities:

1. Liaising with government, community, and employers about the type and scope of immediate and projected training needs of the country;
2. Providing technical assistance to UY departments and faculties to develop new courses;
3. Providing technical assistance to UY departments and faculties to recruit students to these courses;
4. Increasing the visibility of UY's portfolio of new courses through such means as a dedicated website and information sessions;
5. Developing modern technologies, resources, methods and tools for virtual and blended learning through online courses, modules and resource collections;
6. Planning and management of the revenue from post-graduate non-degree courses.

During the initial stage of implementation in 2019, the Center will work to complete a detailed inventory of all HRD Courses currently offered at UY, topics of potential future courses that UY has capacity to develop and for which there is a demand among the professional fields, government and civil society, and develop procedures, guidelines and support mechanisms for planning and delivering such courses, with particular focus on inter-departmental and inter-Faculty collaborations and engagement of external experts and practitioners. By the end of 2020, the Center will launch a dedicated web portal in support of such study programs.

At least two members of the UY staff will be designated as key implementers and will be trained at overseas partner universities in 2018-19.

## II. Enhancement of English

### II.A. DEVELOPMENT OBJECTIVE

**Enhance the use of English as a medium of instruction (EMI) and research; improve academic staff's English language capacity in research and presentation skills, concurrently with the development of modern teaching methods and resources.**

### II.B. 2020 DELIVERABLES

1. An EMI Enhancement Program specifically developed to serve the teaching and key administrative staff of UY put in place in 2018 with dedicated international resources;
2. A Training of Trainers program to focus on the best qualified and motivated staff of the National Center for English Language (NCEL) with an objective of a gradual transition to an all-local core staff of the program in 2020;
3. By 2020, at least 50% of class work (including lectures, seminars, tutorials, in-class discussions and study assignments) on the undergraduate and Masters' levels shall be conducted fully in English (the ratio and concrete targets will be fully developed based on a further analysis of subject-specific needs and testing of the priority groups of academic staff in English skills. It will also be necessary to conduct the assessment of subject-sensitive needs and develop clear and realistic policies and approaches to the use of the English and Myanmar language to ensure effective learning outcomes);
4. By 2020, at least 25% of the academic staff who teach courses through EMI will achieve Common European Framework of Reference for Languages (CEFR) levels C1-C2 and a further 50% of academic staff will achieve level B2. These levels will grow beyond 2020, to achieve at least 75% of proficient EMI users (CEFR level C1-C2) among academic staff by 2030;
5. Introduce Academic (Research) Writing and Presentation courses in the curriculum of all Honors and Masters' programs (by 2030), starting with the social sciences, humanities and law programs (by 2020).

## IMPLEMENTATION

### ENGLISH AS A MEDIUM OF INSTRUCTION AT THE UNIVERSITY OF YANGON

This project seeks to lay the foundation for sustainable, in-house support for *English as a Medium of Instruction* (EMI) at the University and significantly enhance the use of English, modern English-language resources for teaching and learning, and quality of academic interaction in English, on the level of undergraduate studies across all subject areas (except Myanmar and Oriental Studies) at the University of Yangon from 2018 to 2021. It will provide an assessment of the aptitude of an initial cohort of target academics, to inform subsequent training, while also building the capacity of the NCEL, so that it can continue to support EMI after the project's completion in 2021.

#### *Selection and assessment*

The program will involve mid-career academics at all UY departments (with the exception of English, Myanmar, and Oriental Studies), with each department nominating between 5-10 candidates to be part of intensive English language training. Priority will be given to those who are most keen to improve and commit to a two-year program, with preference given to academics who teach Honors students. The initial cohort will contain approximately 100-120 academic trainees and a number of select librarians and administrative staff who are key to the implementation of various components of the Master Plan and require improved level of English proficiency for their new tasks. The selection for the initial training will be confirmed by the Senate, based on Department Heads' recommendation.

The potential participants of the cohort targeted for the first training will undergo a language competency test, including assessments of the four core skills, as well as grammar and vocabulary, to inform the structure of the course and populate classes by ability. The testing will commence in mid-2018.

#### *Training Program*

The assessment will be followed by a first-phase intensive 6-week course of 120-150 hours of near-immersive language training taking place before the end of 2018.

The NCEL has previously developed and implemented English language programs for academics (e.g. ELCHET), and will use this experience toward building the course. The program will include elements on developing student-centered pedagogy and encouraging critical thinking, reading, and discussion. The training program will be run from the NCEL, and the project will include a significant capacity building component, so that the Center is able to continuously support the EMI capacity of UY academic staff.

The project will include further training, both for the academics involved in the first cohort, as well as for new participants. A second cohort of selected trainees will join the training in 2019. Each cohort will then attend a refresher course within a year of completing the first training. By the end of 2020, the program will engage over 300 academics and staff in approximately 300 hours of intensive EMI training.

### III. Modernization of ICTs

#### III.A. DEVELOPMENT OBJECTIVE

Upgrade the ICT infrastructure to the level of the 21<sup>st</sup> century, to support the use of contemporary technology in teaching and learning, research, and administration.

#### III.B. 2020 DELIVERABLES

1. Ensure fast and reliable Internet access in all academic departments and student hostels (achieve a 1 GBPS speed by the start of 2020);
2. Create adequate computer facilities (increase the number of work stations in shared areas to 400, including student hostels, by the start of the 2019-20 Academic Year), and introduce effective programs of digital literacy and ICT skills training for students, academic and administrative staff;
3. Establish a professionally staffed permanent Center for ICT with highly skilled staff and reliable external linkages to service providers;
4. Build an adequate and reliable server capacity;
5. Upgrade UY's own email service with all staff and students being able to use their UY domain email addresses (2019);
6. Create a lively and effective online presence, including an informative, user-friendly website with useful resources for students and academic staff;
7. Identify and introduce a learning management system software that would best support the needs of improvement of teaching and learning; ensure effective integration of e-library resources into the curriculum;
8. Develop technical capacity (including procuring the most effective software) for computerized admission, documentation and administration systems focused on transparency, efficiency, user friendliness and data security;
9. Train the designated staff in technology-assisted administration, documentation, communication and trouble shooting.

### IV. Campus and Facilities Upgrade and Improving Student Experience on Campus

#### IV.A. DEVELOPMENT OBJECTIVE

Develop and launch a comprehensive campus redevelopment program focused on the needs of transforming pedagogy and research, facilitating collaboration, university growth, and active interaction with the community. Oversee a significant upgrade of the infrastructure and facilities

on the core UY plot to create a more functional, vibrant, comfortable and safe campus as a place for learning, collaboration, personal growth and everyday life of the UY students and staff and prepare to welcome the wider community on the revitalized UY Campus in time for its centennial celebrations in 2020.

## IV.B. 2020 DELIVERABLES

1. Complete the architectural design for the revitalized and upgraded campus and develop a timeline for a multi-phase campus redevelopment project with Phase 1 covering 2018 – 2020;
2. In Phase 1, focus on the upgrade of the existing buildings and spaces for health and safety, security, functionality as university facilities (teaching, learning, research, group work, community and social spaces, well-being and personal development, including sports and arts) and legacy preservation/projects. The priority developments in Phase 1 will focus on five areas of development:
  - a. Teaching and Learning: modernization, consolidation and expansion of the Libraries as welcoming and functional spaces for student learning, work and interaction; design and construction of a new Library building (annex);
  - b. Research: Provision of functional research facilities, including Centers for University Research, Center for Learning and Teaching and Department of Environmental and Water Studies;
  - c. Student Life: A University Center (Student Hub building) featuring:
    - student welfare facilities (student counselling office, first aid center, canteen, travel agent, copy center, hairstylist, etc.)
    - shared facilities including conference/lecture halls, social and cultural facilities to enhance students' experience of university life (clubs, museums, exhibition and meeting spaces, performance spaces, etc.)
    - places for informal study, socializing and eating
    - covered walkways to encourage walking and cycling through campus
  - d. Administration: assignment, configuration and equipment of new administrative departments and offices fit to ensure effective and transparent management of the university.
  - e. Structural and services quick wins such as:
    - general improvements to the buildings and landscape, including the selective removal of fences and roof repairs
    - services and utilities improvements, including upgrading mechanical ventilation in laboratories, improving water supply at both campuses
    - enhanced maintenance regime for surface water drainage and sewage, including jet-washing existing sewage lines.
3. Further structural investigations to buildings highlighted in the seismic assessment (Rapid Visual Screening);
4. Immediately following the adoption of the Master Plan, proceed with the essential further specialist planning and design activities:

- appoint the Master Plan architect
  - develop landscape assessment, expansion and maintenance strategy
  - commence surveys for quick wins (seismic assessment, utilities investigation, enhancement of laboratory space)
  - commence design of the University Center (Student Hub).
5. Develop a comprehensive plan of redevelopment and expansion of the UY Library into a set of modernized and new purpose-built user-friendly spaces adequately equipped with ICTs and fit for independent learning and group collaboration; such plan will also imply the revision of the working hours and enhancement of staff capacity, including engagement of students of the Library and Information Studies Department as interns and volunteers;
  6. Conduct assessment of needs and practicalities and establishment of a library branch or a learning center on Hlaing Campus;
  7. Introduce transportation options (shuttle service) between the core campus and Hlaing campus residences for students and staff (following negotiation and additional planning with the Yangon City Public Transport Authority and Yangon Bus Service);
  8. Expand opportunities for student athletics, recreational sports and programs of physical well-being by utilizing the available spaces on the main (Kamayut) and Hlaing Campus, and the purpose-developed plots on Thahtone Campus;
  9. Conduct necessary surveys and initiate improvement of the campus for accessibility for persons with physical disabilities;
  10. Develop the campus access and campus life policies, modify the schedule of access to learning spaces, including the library;
  11. Stimulate and create the opportunities for students to engage in social, cultural and personal development activities, extracurricular academic work and positive community engagement;
  12. Establish a UY History and Campus Museum (e.g. a “Student Union Memorial Building”) and develop relevant programming;
  13. Any planning for beyond 2020 will pursue the goal of developing the main UY Campus (Kamayut) as an academic campus with limited residential facilities, and the Hlaing Campus as a primarily residential space for UY students and staff featuring a small range of academic-purpose facilities that support programs of UY’s academic outreach, student learning, social life and athletics.

**The Hardware Master Plan for the University of Yangon, which is a self-standing document, fully coordinated with the present Software Master Plan, provides further detailed analysis and proposals on phased physical revitalization and development of the University of Yangon campuses.**

*Yangon-Budapest-London  
August 2018*